

GLION INSTITUTE OF HIGHER EDUCATION



academic

CATALOG



NEW STUDENTS
SPRING & FALL 2026 INTAKES



Academic Catalog

**FOR BACHELOR'S & MASTER'S NEW STUDENTS
SPRING & FALL 2026 INTAKES**

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RELEVANCE OF INFORMATION STATED IN THE ACADEMIC CATALOG

Please note that the content of this catalog is for information only and is subject to change. We make every effort to assure completeness and accuracy in the catalog. Inevitably, due to the changing nature of listing and policies from year to year, possible errors, misprints or omissions may occur, for which the institution shall not be held liable.

The provision of this catalog should not be considered as an irrevocable contract between the student and the institution. Glion and any partners reserve the right to change any provision or requirement contained in this catalog at any time with or without notice.



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Welcome

Glion Institute of Higher Education has delivered excellence in hospitality and luxury management education for more than 60 years. Our accredited undergraduate and graduate degrees are internationally respected and our alumni are some of the most esteemed industry leaders in the world.

At Glion, we provide a unique educational experience that will hone your adaptability, leadership and business skills so you are ready to shine within today's complex and fast-moving global marketplace. As a student, you will go through a process of rigorous leadership development over the course of your studies, which builds on your strengths and nurtures managerial skills and competencies.

As a Glion student, you will receive practical and theoretical education that undergoes continual updating and renewal to ensure it stays relevant to current industry trends and demands. Our expert faculty work closely with our industry partners to develop the course content, while our Hospitality & Luxury Insight Council comprises some of the most influential figures in the hospitality and service industries today.

In parallel, Glion's Academic & Research Board provides strategic guidance, ensures academic quality and fosters a culture of research. It plays a key role in guiding program design, reviewing academic standards, and supporting the ongoing development of teaching and learning. With student representation, the Board helps ensure our education remains relevant, rigorous, and responsive to industry needs.

Why choose Glion?

- **Academic excellence:** our commitment to small class sizes ensures a highly personalized and supportive learning experience, while the quality of our academic curricula has seen us awarded Five Stars (Excellent) by the QS Stars university rating system. As a school, we share our NECHE accreditation with institutions such as Yale and Harvard.
- **Swiss Accreditation:** Glion's Swiss Federal Accreditation reflects our adherence to the highest standards of academic quality and rigor. Thus, Swiss Accreditation ensures that our students receive an education recognized globally for its excellence and that opens doors to advanced academic and professional opportunities worldwide.
- **Industry exposure:** throughout the past six decades, we have built an exceptional array of industry partnerships in hospitality and beyond. As a student, you will be able to leverage these partnerships to expand your knowledge of industry trends, build your network and prepare for your career by attending many alumni events, conferences and company visits.
- **Engaging student life:** our Student Government Association and related student clubs, sports and ambassador programs will give you many opportunities to further develop your leadership and teamworking skills and foster a healthy lifestyle.
- **Premium locations:** from the stunning views and Michelin-starred cuisine of Maison Décotterd on Glion campus to the contemporary Academic Center in Bulle, the mixture of history and modernity that is Downshire House in London, we are continually improving our facilities to provide the best possible learning and living environment for our students.

By choosing Glion, you are choosing an education that sets the foundations for life and provides the springboard for a successful career. You are choosing to join an academic community that will listen to and respond to your needs and a network of students and alumni that spans the globe. You are choosing to be part of the next generation of leaders.



Quality and standards

NECHE accreditation

Glion Institute of Higher Education is accredited by the New England Commission of Higher Education (NECHE) previously known as New England Associations of Schools and Colleges, Inc. (NEASC) through its Commission on Institutions of Higher Education.

Accreditation of an Institution of Higher Education by the New England Commission shows it meets or exceeds criteria for the assessment of institutional quality periodically applied through a peer review process. An accredited college or university is one that has available the necessary resources to achieve its stated purpose through appropriate educational programs, is substantially doing so and gives reasonable evidence it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

Accreditation by the New England Commission is not partial but applies to the institution. As such, it is not a guarantee of every course or program offered or the competence of individual graduates. Rather, it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding the accreditation status by the New England Commission should be directed to the administrative staff of the institution. Individuals may also contact:

New England Commission of Higher Education
3 Burlington Woods Drive, Suite 100 Burlington, MA 01803, USA

Tel: 855-886-3272
NECHE direct line: 781-425-7714
Email: info@neche.org

Swiss Accreditation Council

Glion Institute of Higher Education is officially accredited by the Swiss Accreditation Council (SAC) as a University of Applied Sciences Institute.

This accreditation confirms our compliance with the Swiss Higher Education Act (HEdA) and European Standards and Guidelines (ESG), making our programs more globally recognized and ensuring full alignment with the European Higher Education Area.

This accreditation supports our commitment to continuous regular quality evaluations and affirms Glion's standing as a world-class institution delivering a high-quality, globally respected education.

Inquiries regarding the accreditation status by the Council should be directed to the administrative staff of Glion Institute of Higher Education. Individuals may also contact:

SWISS ACCREDITATION COUNCIL

Effingerstrasse 15
Postfach
CH 3001 Bern
Tel.: +41 31 380 11 64
Email: info@akkreditierungsrat.ch



Student Route – London campus

The Quality Assurance Agency for Higher Education (QAA) is the independent body that checks on standards and quality in UK higher education. It conducts quality assessment reviews, develops reference points and guidance for providers and conducts or commissions research on relevant issues.

In spring 2011, under the coalition government, the UK Border Agency announced a requirement for all private colleges that recruit students to UK higher education to undergo a standards and quality review by QAA. A successful outcome would be essential to obtain 'Tier 4 accreditation', also known as 'highly trusted sponsor' status.

Tier 4 has been replaced by the Student Route but the accreditation remains as before.

Inquiries regarding the accreditation status by the QAA should be directed to the administrative staff of the institution. Individuals may also contact:

Quality Assurance Agency
15 Fetter Lane
London
EC4A 1BW
United Kingdom

Tel: +44-1452-557050

Email: enquiries@qaa.ac.uk

The latest QAA report can be viewed on the [QAA website](#).



Mission

Glion develops professionals for global careers in the world's premier hospitality and luxury businesses.

Vision

Be known worldwide for excellence as a higher education institution for hospitality and luxury business management.

Educational philosophy

GLION'S EDUCATIONAL AIMS ARE:

- *Provide both a hospitality-based and intellectually challenging program, which will enable students to gain both hard and soft skills as well as a meaningful experience; this will prepare them for an accelerated career in the international hospitality business with in-depth knowledge of entrepreneurship and innovation.*
- *Support professional and academic development with specific references to the subject of entrepreneurship and innovation in a hospitality business, through a range of courses, study trips and professional immersion.*
- *Promote an ethos of "learning how to learn" with personal development, self-management, and reflective self-assessments throughout the curriculum, in order to foster greater awareness and confidence to engage in sustainable management practices.*

GLION'S TEACHING AND LEARNING GOALS ARE:

- *Foster inclusive and transformative learning.*
- *Ensure curriculum relevance and industry alignment.*
- *Cultivate a learning environment of professionalism, excellence, and integrity.*
- *Inspire lifelong and globally minded learners.*
- *Integrate applied research and innovation into teaching and practice.*

Equal opportunity policy for students

The primary purpose of Glion is to provide a rich and professional education for managers of the future. This objective is part of the institution's mission. To this end, Glion is committed to equal opportunity for all its students, irrespective of religion, ethnicity or culture, gender, marital status, disability, age or sexual orientation. In its policies and practices, Glion will seek to enhance the self-esteem of all those it serves.

The institution will seek to ensure:

- *Its publications reflect the policy*
- *Program admissions requirements are free from unnecessary barriers*
- *Selection procedures are operated fairly*
- *Teaching and learning materials produced in the institution are free from stereotypes*
- *Assessment procedures are fair for all candidates and allow impartial opportunities for students to demonstrate their potential*
- *Services and access to them is assured*



Institutional student learning outcomes

Glion's institutional learning outcomes articulate the knowledge, skills and competencies all Glion students should possess upon graduation, regardless of the specific program or specialization they may have completed. These statements guide Glion's academic leaders, staff and faculty in creating program and course learning objectives and in developing assessment tools for individual student work. These same statements also form the basis of processes for assessing Glion student learning outcomes for the purposes of measuring and enhancing institutional and educational effectiveness. The institutional learning outcomes are intended as touchstones in designing program learning outcomes and curricula in general, which is why they are limited in number and written so the outcomes (knowledge, skill and competency) can be assessed, and evidence can be given that students have achieved these objectives.

Highest level statement

A Glion graduate is a globally aware professional with highly developed ethical reasoning and advanced ability to work with others. Possessing a growth mindset allows a Glion graduate to pursue knowledge, make decisions in complex situations and lead others with empathy and resilience.

Glion graduate attributes	Competence outcome	
GLOBAL INSIGHT	Industry awareness – A Glion graduate is a forward thinker consistently keen to anticipate and capitalize on emerging trends in all hospitality aspects and/or luxury businesses.	Cultural awareness – A Glion graduate develops understanding of cultures and behaviors, allowing for work in global settings with people from all cultures effectively and respectfully.
PROFESSIONALISM	Adaptability and resilience – A Glion graduate can effectively navigate change and manage a range of pressures to maintain a strategic outlook.	Complex problem solving – A Glion graduate applies analytical, critical and creative thinking to be able to find solutions to complex problems.
AGILITY	Integrity – A Glion graduate acts according to ethical principles including honesty, trustworthiness and accountability in all situations.	Decision making – A Glion graduate applies objective judgement and systems thinking to analyze numerous variables and make informed decisions in a suitable time frame.
LEADERSHIP	Emotional intelligence – A Glion graduate is aware of their own emotions and the emotions of others and has ability to manage emotions in such a way that supports collaboration and effective teamwork.	Leadership skills – A Glion graduate is able to articulate their vision, motivates others using diverse communication channels and leads towards a shared goal by translating vision into action.
CURIOSITY	Growth mindset – A Glion graduate is an active, life-long learner with curiosity for developing knowledge and skills.	Digital and information literacy – A Glion graduate recognizes when information is needed, can effectively locate, evaluate and apply digital, numerical and text-based information to communicate, negotiate and to generate new knowledge.



Learning categories

The Glion intended student learning outcomes articulate the knowledge, skills and competencies all Glion students should possess upon graduation regardless of the specific program or specialization they may have completed. These statements will guide Glion academic leaders, staff and faculty in creating program and course student learning outcomes and in developing rubrics for assessing individual student work. These statements are also grouped around the learning categories found in each program.

Programs of study

A Glion graduate exhibits a high level of professional competency, global readiness and transversal intellectual abilities. These are tracked throughout the programs at a course level and correspond with FHEQ learning levels. The BSc is based on learning levels 4 to 6 and the MSc is based at level 7. All courses within programs are grouped into the following categories:

- *Practical arts*
- *Entrepreneurship*
- *Professional development*
- *General education*

Within each category, students are taught and assessed based on knowledge and understanding, cognitive skills, and professional competencies.

PRACTICAL ARTS

Turning knowledge into competencies requires experience and that is found within practical arts. For undergraduate students, this entails hands-on courses on the Glion campus with a focus on technical and personal, social and emotional intelligence skills, guest experiences, trends, passions and innovations in operations. Practical, professional and general education skills are developed within a real-life simulated boutique hotel environment with restaurant outlets open to the general public. Underpinning the practical experiences will be various workshops with the emphasis on hospitality excellence and luxury guest experience. Creativity, multicultural sensitivity, emotional and sensorial guest experience and the development of a luxury attitude is integrated through all experiences. Graduate students can also elect to get practical experience through the Hospitality Immersion Program (HIP) prior to studies.

ENTREPRENEURSHIP

To be a business owner, general manager or CEO of a complex business, one must have core business skills and competencies along with operational knowledge. Students must also understand business markets and environments and have a corporate-level understanding of business operations, strategy and development in various domains, including for example finance, marketing and business development. An understanding of how innovation and the digital world impact and change business domains is also critical in the planning and continuation of sustainable business practices. Glion also uses its industry partners to share expertise through many mechanisms inside and outside of the classroom. Many examples of this are evident in Glion engagement with industry and academic-based competitions, conferences and entrepreneurial groups.

PROFESSIONAL DEVELOPMENT

Using the time-tested method of hospitality education, Glion's programs build progressively to develop professional skills and knowledge for a wide range of managerial roles in experience-based industries. It includes the fundamentals of industry standards, professional immersion in internships, hospitality operations, luxury, management, business-domain courses and industry-related specializations. Glion also emphasizes the development of hospitality, luxury and professional excellence in all courses. Glion is also using its industry partners to share expertise through a wide range of mechanisms inside and outside of the classroom. Many examples of this are evident in visiting lecturers, company visits or field trips, consultancy-based applied business projects and live projects.



GENERAL EDUCATION

Glion's general education philosophy embodies the institution's definition of an educated person and prepares students for the world in which they will live and work. Students also demonstrate knowledge and understanding of scientific, historical and social phenomena as well as a knowledge and appreciation of the aesthetic and ethical dimensions of humankind. The institution also ensures all undergraduate students complete the equivalent of at least forty (40) US credits in General Education in a Bachelor of Science degree program.

The general education requirement contained within specific courses is both coherent and substantive. For example, the practical arts domain introduces the student to guest experiences and the importance of understanding and exceeding guest expectations. Arts de table, professional communication and behavior, service excellence, the passion for gastronomy and food, together with the spirit to serve and to provide excellence through emotional and sensorial guest experience is developed and explored. Students are required to develop skills in creativity, sensory analysis, empathy and the appreciation of aesthetics. The different facets of luxury service attitude, of being a host and fulfilling customer expectations and needs is expressed through emotional, professional and visual dimensions. The student should, at the end of Experiential Year Semester 1, have an appreciation for the art of service linking to appreciation of the aesthetic, etiquette and ethical dimensions of humankind. Nutrition and wellness concepts are also introduced, along with visiting and in-house experts offering masterclasses in wines and their historical development, international-themed cuisine based on culture, the history of art de la table and protocols and mixology. Other courses within the program develop general education-based competencies in communication, foreign languages, ethics, research methodologies, statistics and technology.

The Bachelor of Science in Luxury Business includes elements of cultural studies covering the history of luxury, appreciation for cultural heritage and luxury attitudes and etiquette. Students also acquire an appreciation of ethics and social responsibility. Courses that explore topics such as corporate social responsibility, ethical decision-making and sustainable practices equip students with the knowledge to navigate these issues responsibly.

As a continuation of Glion's general education philosophy, general education is shown in all programs and courses. Students should be able to successfully demonstrate competence in written and oral communication in English, the ability for scientific and quantitative reasoning, for critical analysis and logical thinking and the capability for continuing learning, including the skills of information literacy.

CREDIT HOURS

System	Credits	Effective learning hours and class contact
Bologna European System	2 ECTS	50 learning hours (including contact hours)
American System	1 US Carnegie unit credits	Minimum 15 contact hours and 30 hours independent work

A Bachelor's program of study meets the 180 ECTS. Typically, in the BSc program, students will complete seven courses in each semester. This equates to minimum 45 hours of learning per week across a 15+2-week semester. The scheduled class hours for each course will differ, but typically a student can expect to be in class for around 20 hours per week across 15 weeks. Students undertaking courses in semester 1 practical arts will require higher levels of contact time.

A Master's program of study meets the 90 ECTS. In Master's programs, students will complete the equivalent of 30 ECTS in each semester. This equates to minimum 45 hours of learning per week across a 15+2-week semester. The scheduled class hours for each course will differ, but typically a student can expect to be in class for around 20 hours per week on average.

An Executive Master's program of study meets the 60 ECTS. Typically, in the Executive Master's program, students will complete five modules over the period of study.



Undergraduate programs

Bachelor of Science in International Hospitality Business

CONCEPT OF THE BACHELOR OF SCIENCE PROGRAM

The overall aim of the BSc program in International Hospitality Business is to prepare students for careers in leading global hospitality companies with a specific focus on international hospitality business. Upon successful completion of the program, students will have acquired knowledge and understanding of the domain and further developed cognitive skills, and professional competencies through a range of teaching and learning approaches. The teaching and learning then further develops these skills through exposure to contemporary theories and research and specialist electives within the context of hospitality business. Teaching methods range from traditional lectures through to practical task-based problem solving in context.

GRADUATE PROFILE

Glion undergraduates embark on international careers in leading hospitality and luxury companies. Multicultural, versatile and resourceful, they are global citizens skilled in the arts of hospitality. Their combination of practical experience, cutting-edge management competencies and a corporate approach enables them to apply their skills according to their specialization in luxury brand strategy, hotel development and finance or event management industries worldwide.

LEARNING OUTCOMES

Upon graduation from the BSc IHB program, students should be able to:

- *Acquire knowledge and skills within a range of international hospitality and general education subject areas.*
- *Apply knowledge and skills acquired within a range of international hospitality environments to contribute successfully to the operation and running of a business.*
- *Identify, analyze and solve a range of complex problems using both recognized and innovative tools and evidence.*
- *Interact and communicate effectively and appropriately as a global citizen.*
- *Accept responsibility for decisions and actions, demonstrating flexibility, adaptability and resilience when needed.*
- *Work effectively with people from a range of cultures and support team initiatives and tasks.*
- *Take responsibility for their own development and learning through self-reflection, analysis and planning.*

PROGRAM STRUCTURE

The Bachelor of Science is a 4-year program of study which is divided into courses. Each course is assigned a specific number of credits.

There are 180 ECTS credits (Bologna European system) or 120 US Carnegie credit units in the program of study. All courses must be passed with a minimum average of 50%. All students are registered for a BSc in International Hospitality Business with a specialization. A minimum of forty (40) US credits are considered as general education through specific skills taught and assessed in courses.



Year/Semesters	ECTS Credits	US Credits
Year 1 - Hospitality Experiential Year		
EY1 - Hospitality Excellence and Practical Arts	0	20
EY2 - Hospitality Professional Immersion (24-week Internship)	0	10
Year 2 – Hospitality Management Excellence		
BSc1 - Hospitality Fundamentals	30	15
BSc2 - Hospitality Management	30	15
Year 3 – Business Proficiency		
BSc3 - Management Practice (24-week Internship)	30	15
BSc4 – Integrated Business Strategies	30	15
Year 4 – Professional Expertise		
BSc5 - Specialization and Final Year Capstone (Part 1)	30	15
BSc6 - Theory to Expertise Practice – Final Year Capstone (Part 2) and “On-the-job Experience” (12-week work experience minimum)	30	15
Total number of credits	180	120

HOSPITALITY EXPERIENTIAL YEAR

EXPERIENTIAL YEAR SEMESTER 1 – HOSPITALITY EXCELLENCE AND PRACTICAL ARTS

Required Courses – Practical Arts and General Education	ECTS Credits	US Credits	General Education Credits
The Wine Universe	0	1	
Consumer Insights and Behavior	0	1	1
Service Excellence	0	3	
Introduction to IT Tools	0	1	1
Wellness and Wellbeing	0	1	1
Rooms Division	0	4	
Food & Beverage Practical Applications	0	3	
Culinary Arts	0	2	
Masterclass in Luxury Hospitality and Gastronomy	0	2	
Operational Budgeting	0	1	
Effective Communication or Advanced English	0	1	1
Total number of credits	0	20	
of which general education credits			4

EXPERIENTIAL YEAR - SEMESTER 2 – HOSPITALITY PROFESSIONAL IMMERSION

Required Courses	ECTS Credits	US Credits	General Education Credits
Internship	0	10	
Total number of credits	0	10	
of which general education credits			0



YEAR 1 – HOSPITALITY MANAGEMENT EXCELLENCE

BSC 1 – HOSPITALITY FUNDAMENTALS

(EXCHANGE SEMESTER LONDON OR LES ROCHES MARBELLA CAMPUS (LRM)*)

Required Courses – Professional Development and General Education	ECTS Credits	US Credits	General Education Credits
Hospitality Marketing Essentials	4	2	
Hospitality Financial Accounting	6	3	
Professional Communication and Academic Writing	4	2	2
Human Behavior in the Workplace	4	2	2
Hospitality and Events Operations	4	2	
Technology for Business Innovation	4	2	2
Elective Courses (one of the following)**			
French Beginners	4	2	2
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Intermediate			
Intercultural Communication, Collaboration and Negotiations			
Geopolitics			
International Relations			
Total number of credits	30	15	
of which general education credits			8

BSC 2 – HOSPITALITY MANAGEMENT (EXCHANGE SEMESTER LONDON OR LRM CAMPUS)*

Required Courses	ECTS Credits	US Credits	General Education Credits
Integrated Marketing Communication in the Digital Era	4	2	
Managerial Accounting	6	3	
Management of Rooms	4	2	
Economics for Hospitality and the Tourism Industry	4	2	
Data Analysis for Decision Makers	4	2	2
Concept Development and Entrepreneurship in Food and Beverage Management	4	2	
Elective Courses (one of the following)**			
French Beginners	4	2	2
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Intermediate			
Intercultural Communication, Collaboration and Negotiations			
Geopolitics			
International Relations			
Total number of credits	30	15	
of which general education credits			4



YEAR 2 – BUSINESS PROFICIENCY

BSC 3 – MANAGEMENT PRACTICE

Required Courses	ECTS Credits	US Credits	General Education Credits
Internship	20	10	
Reflection on Practice	10	5	2
Total number of credits	30	15	
of which general education credits			2

BSC 4 – INTEGRATED BUSINESS STRATEGIES (EXCHANGE SEMESTER – LONDON CAMPUS)***

Required Courses	ECTS Credits	US Credits	General Education Credits
Business Development and Strategy	4	2	
Corporate Finance	4	2	
Leadership Skills for Change Management	4	2	2
Revenue Management and Distribution Channel Management	4	2	
Human Resources Talent Management	4	2	
Sustainability in Ethical Business	4	2	2
Business and Academic Research Methods	6	3	3
Total number of credits	30	15	
of which general education credits			7

YEAR 3 – PROFESSIONAL EXPERTISE

BSC 5 – SPECIALIZATION AND FINAL YEAR CAPSTONE – PART 1 (EXCHANGE SEMESTER – LONDON CAMPUS)***

Required Courses	ECTS Credits	US Credits	General Education Credits
Final Year Elective Capstones (one of the following)			
Bachelor Thesis (Part 1)	10	5	5
Applied Business Project (Part 1)			
Specialization (one of the following)			
Luxury Brand Strategy	20	10	
International Hotel Development and Finance			
Guest Experience and Event Management			
Total number of credits	30	15	
of which general education credits			5

BSC 6 – THEORY TO EXPERTISE PRACTICE FINAL YEAR CAPSTONE (PART 2) AND ON-THE-JOB EXPERIENCE

Required Courses	ECTS Credits	US Credits	General Education Credits
Final Year Capstone – Bachelor Thesis Ppart 2) or Applied Business Project (Part 2)	20	10	10
On-the-job Experience (12-week work experience minimum)	10	5	
Total number of credits	30	15	
of which general education credits			10



	ECTS Credits	US Credits	General Education Credits
Total number of credits in the BSc program	180	120	40

*Exchange semesters are at Glion and/or Les Roches based campuses. Please refer to the Academic rules and regulations for full details.

**Glion campuses may elect to institute a minimum course enrolment, such as cancelling electives if less than a prescribed minimum number of students are enrolled.

***Exchange semesters are at Glion based campuses.

Semester descriptors and course overviews

HOSPITALITY EXPERIENTIAL YEAR - COURSE OVERVIEWS

EY1 - HOSPITALITY EXCELLENCE AND PRACTICAL ARTS

Goal: To practice and assimilate hospitality service and operational skills and develop the art of hospitality excellence.

In this semester, the teaching and learning is designed to provide students with practical skills development within a real-life simulated boutique hotel environment. In addition, students will discover the world of hospitality through key trends, innovations, and holistic understanding of hotel operations. The students will be immersed into food and beverage, and rooms division operations, as well as service culture and the art of hospitality.

Upon successful completion of the semester, students should be able to demonstrate an understanding of the excellence required in hotel operational departments, apply practical and professional skills, and transition into their internships.

The Wine Universe

This course will allow students to gain structured knowledge on the wine industry with a sustainable approach. The students will focus on French wines, wine making processes, food & wine pairings, the trend of natural wines and the business side of the wine industry. They will meet and share knowledge with an expert from the industry, specialized in wine experiences, wine selection and wine education.

Consumer Insights and Behavior

In this course, students explore the world of consumer psychology and behavior, gaining insights into how people make decisions, interact with products and services, and form opinions in the marketplace. Students will investigate the complex elements that influence consumer decisions and preferences using a combination of theoretical frameworks, case studies, and a practical project.

Service Excellence

This course introduces students to the principles of professional service in luxury hospitality. It combines theory with hands-on learning to explore how food and beverage operations work, with a focus on fine dining, premium beverages, and guest interaction. Students will gain a basic understanding of beverage origins, bar types, and mixology techniques, while also learning about international service standards and key roles in restaurants and catering. The course highlights the importance of communication, teamwork, and professionalism in delivering exceptional guest experiences. Practical workshops and service simulations help students develop confidence, problem-solving skills, and a guest-focused mindset.

Introduction to IT Tools

This course introduces students to essential digital tools used in academic and professional environments. It builds foundational proficiency in key applications from the Microsoft Office suite, with an emphasis on practical use, problem-solving, and clear communication. Students will develop the ability to analyze, structure, and present information effectively using Word, Excel, and PowerPoint.

Wellness and Wellbeing

The objective of this course is to equip students with an in-depth knowledge of the spa sector, including different types of spas, competitors, and hospitality organizations. Students will assess the relationship between guest segmentation and services, investigating the ever-changing environment of high-end tourism destinations, including golf, sustainable tourism, and casinos. The course will also give a vision on luxury travel and trends in luxury destinations. In addition, students will explore the most recent trends and advancements in several sectors of the luxury market, providing students with chances to interact with industry professionals.



Rooms Division

Supported by experts from the world of hospitality, students will acquire skills and knowledge to meet guest needs across different hotel operations departments. They will explore the various steps of the Guest Cycle (reservations, check-in, stayover, check-out) and the tasks commonly performed at the Front Desk. Housekeeping will be studied from both theoretical and practical perspectives, covering tasks at operational and supervisory levels. Students will differentiate between the various professions, roles, and responsibilities involved in guest relations. Students will engage in role-playing exercises to gain practical experience and confidence in providing exceptional guest service.

Food & Beverage Practical Applications

This course immerses students in the world of fine dining, focusing on the workings of gastronomy and service excellence within a professional gastronomic environment. Students will gain hands-on experience in a fine dining kitchen and service setting, learning to apply principles of precision, attention to detail, and exemplary service. Guided by industry professionals, students will enhance their skills in presenting, promoting, and serving, all while evaluating the critical role these elements play in enhancing guest experience.

Culinary Arts

This course offers students an exploration of food service and production within the dynamic context of the culinary industry. It delves into the diverse culinary traditions of various cultures. Designed to initiate students into the world of Culinary Arts, the course provides a solid foundation in production processes while fostering practical kitchen skills. Emphasis is placed on understanding kitchen dynamics in an international setting and adhering to sanitation standards. By the end of the course, students will be equipped with the knowledge and expertise necessary to collaborate in the culinary industry. The practical components of the course involve students examining key ingredients and developing a critical understanding of their creation through hands-on workshops with experienced instructors. Students will learn to respect the products and their use, as well as accommodate to dietary requirements.

Masterclass in Luxury Hospitality and Gastronomy

This course provides students with a discovery of luxury hospitality, focusing on gastronomy, iconic products, and standards for service excellence. Students will analyze current industry operations, consumer experiences and expectations, and emerging trends. The curriculum emphasizes the importance of regional suppliers and short supply chains to enhance guest experience. Students will develop skills in delivering high-quality services, culinary innovation, and effective collaboration with industry professionals. Theoretical knowledge is applied in practical settings to prepare students for successful careers in luxury hospitality management.

Operational Budgeting

During this course, students will examine operational budgeting essentials for the restaurant industry, focusing on optimizing financial performance. Students learn to set clear financial objectives and forecast sales. They develop strategies for managing expenses, controlling costs, and allocating resources efficiently. Variance analysis and performance monitoring techniques are explored to ensure alignment with budgeted targets. By course end, students will possess the skills to create, implement, and manage operational budgets effectively, creating a menu and fixing the prices and implementing basic rules for hygiene.

EFFECTIVE COMMUNICATION OR ADVANCED ENGLISH

Effective Communication

Effective Communication is a course that will enable students to develop both business writing and professional presentation skills. They will learn how to select the most effective communication channel to satisfy their target readers and listeners. Additionally, they will examine industry-based scenarios to address issues faced by professionals in communicating with different stakeholders.

Advanced English

Advanced English is a practical course that will enable students to develop professional presentation and business writing skills. They will learn how to select the most effective communication channel and ways to satisfy their target readers and listeners. They will work with industry-based scenarios and case studies to address issues faced by professionals in communicating with different stakeholders.



HOSPITALITY EXPERIENTIAL YEAR – COURSE OVERVIEWS

EY2 - HOSPITALITY PROFESSIONAL IMMERSION - INTERNSHIP

Goal: To develop professional and personal competencies while gaining real world work experience.

In this semester, students are expected to apply previous knowledge to real hospitality work environments. The practical experience in the field allows students to demonstrate understanding of professional practices and to expand their perspective on what it means to be a professional in the hospitality industry. During the internship, students should develop an understanding of workplace diversity.

Upon successful completion of the internship, students should be able to acquire and evaluate information in professional settings and to develop appropriate workplace behaviors.

Hospitality Professional Immersion (24-week Internship)

In the course students should acquire the necessary knowledge and tools to search for and obtain a professional internship. The ensuing 24-week operational placement provides students with high quality training designed to enhance professional competence and enrich personal development. The aim of this internship is to allow students to apply hospitality knowledge and skills gained during their first semester of studies.

SEMESTER 1 – COURSE OVERVIEWS

BSC1: HOSPITALITY FUNDAMENTALS

Goal: To acquire established operational skills and competencies required in hospitality businesses.

In this semester, students are introduced to key concepts and managerial principles across a range of hospitality settings. The semester will build on the practical elements of operational management and at the same time develop a fundamental understanding of the characteristics of running a hospitality business.

Upon successful completion of the semester, students should be able to apply knowledge and skills in decision making. Students also develop interpersonal competencies through academic learning and industry focused study, preparing them for professional environments.

Hospitality Marketing Essentials

This course explores the role and key theories and practices of marketing in business today. The importance of marketing will be appraised within the framework of both product manufacturers and service industries. Students will explore key concepts and functions of marketing. Students will also be asked to apply these to a range of business contexts based on industry scenarios.

Hospitality Financial Accounting

The course is designed to provide students with an understanding of concepts and uses of financial accounting information in a business environment. It demonstrates how effective accounting systems capture daily business transactions to support managers' decision-making processes. It introduces the students to the theory of debits and credits, the accounting cycle, receivables and payables, accruals and deferrals, measurement and valuation of assets and liabilities, income statement and balance sheet. Students will also examine the determination of net income (profit), statement of owners' equity, statement of cash flow and the preparation and interpretation of basic financial statements, under the context of Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS).

Professional Communication and Academic Writing

This course is designed to provide students with the communication and research skills needed in both professional and academic contexts. Students will use various research and AI tools, refine their skills in searching databases efficiently, and critically analyze and present information through a variety of appropriate means. Communications in a professional and academic environment will be explored, developed, and applied to a written project and oral presentation.

Human Behavior in the Workplace

The Hospitality Industry relies on the performance of people to deliver a variety of services to their guests. Successful managers must therefore know and understand what influences their employees' behaviour in order to maximize performance and help the business develop its competitive advantage through its people. This course enables students to explore a variety of factors that underpin staff behaviour and their performance in the organization such as personality, values, motives, teams and organizational change, culture and structure. Students will use the Organizational Behaviour framework to examine the performance of the individual, the group and the wider organization. Students will also explore the impact of contemporary issues such as employee well-being and flexible work practices.



Hospitality and Events Operations

Students will assess operational process management models alongside their relationship to the interrelated nature of running a business or an event. The flow of hospitality and event operations and resources will be studied and evaluated to optimize operational efficiency and maximize customer experience. The students will also recognize the interrelated nature of internal and external players for successful operations and review the risks and challenges operations may face.

Technology for Business Innovation

This course provides students with the knowledge of relevant software to plan and facilitate business operations with application to the hospitality industries. In conjunction with artificial intelligence, students will analyse spreadsheet data, business planning tools, and other software to support business decision-making and forecasting. Students will also recognize the importance of application (apps) tools and the impact on everyday work practice and management. Students will learn how to design a functional app relevant to the current cutting-edge needs of the hospitality and tourism industry. In addition, students will discover their digital literacy competency and explore ways to increase confidence and creativity in an increasingly digital world.

AND ONE GENERAL EDUCATION LANGUAGE ELECTIVE:

French Beginners

The aim of this course is to introduce students to French language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a beginner's level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

French Elementary

The aim of this course is to develop a student's abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1+/A2.

French Intermediate

The aim of this course is to further develop a student's abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2+.

Spanish Beginners

The aim of this course is to introduce students to Spanish language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business and hospitality context to enable students to communicate effectively at a beginner's level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

Spanish Intermediate

The aim of this course is to further develop a student's abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business and hospitality contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

Intercultural Communication, Collaboration and Negotiations

The aim of this course is to equip students with the knowledge and skills necessary to navigate communication, collaboration, and negotiation in culturally diverse business environments. Emphasizing the impact of culture on interpersonal dynamics, this course explores how values, communication styles, and cultural frameworks shape professional interactions in international teams. Students will engage with key theories of intercultural communication, analyze cultural influences on teamwork and conflict resolution, and apply practical tools to improve collaboration and decision-making across cultural boundaries. Through experiential learning, critical reflection, and real-world case studies, students will develop their intercultural competence and become more effective communicators in global business settings.

Geopolitics

The course is designed to give students the necessary knowledge to understand major geopolitical issues, conflicts, challenges of resources acquisition, geostrategy process, cyber-war, as well as the effects of the series of economics and political crisis. Contemporary geopolitical changes will be examined, and real-world media examples will be used. The students will be encouraged to explore the most important political, economic, geographical, and historical issues affecting global service industries.



International Relations

The course is designed to immerse students in dynamic global international relations and political systems in an era of shifting borders, restructuring economies and regional realignments. The course covers the interactions of stakeholders at an international level, including states and non-states, such as the United Nations, Amnesty International and European institutions. More precisely, the course introduces concepts of global governance, diplomacy, foreign policy, political economy, and international security, and examines the evolution of international relations in the 20th and 21st centuries.

SEMESTER 2 – COURSE OVERVIEWS

BSC 2: HOSPITALITY MANAGEMENT

Goal: To develop managerial skills and the understanding of organizational processes and challenges within the dynamic world of hospitality.

In this semester, students will be immersed into management domains with a focus on exploring innovative solutions to challenges faced by hospitality professionals in a constantly changing environment. The courses include both macro and micro perspectives and should result in the students developing their abilities to analyze and reflect on concepts and factual data essential to problem solving in the hospitality industry.

Upon successful completion of the semester, the students should generate principled and effective managerial decisions and reflect on self-development opportunities.

Integrated Marketing Communication in the Digital Era

This course focuses on the role of integrated marketing communications in sales of products and services in the digital era. It explores the opportunities and challenges created by global changes in consumer behavior related to technological and cultural shifts of the modern era. Students will analyze the needs of a specific target audience and will design a targeted communications strategy, using carefully selected tools and channels.

Managerial Accounting

This course will develop a student's ability to use financial and operational information in order to make informed decisions for the future. The student will prepare and analyze hospitality firms' financial statements and apply cost/volume/profit analysis. The student will also create operations budgets and cash budgets based on historical and forecasted data.

Management of Rooms

The aim of this course is to further develop the student's understanding of managerial and strategic practices within Rooms Division. Key concepts of revenue management, customer satisfaction, value creation and quality management are explored. The course develops a student's competencies in market and competitive analysis, decision-making and problem solving.

Economics for Hospitality and the Tourism Industry

The students will examine general economic concepts and basic definitions in relation to hospitality and the characteristics of tourism supply and demand (transportation, destination, and distribution). They will evaluate tourism trends, destination competitiveness and impacts through the use of different economic theories and models. Students will assess the role and strategies of public organizations and private businesses in the management of the tourism system and analyze the consequences of visitation in relation to sustainable development.

Data Analysis for Decision Makers

The purpose of this course is to equip the students with analytical and statistical competencies required to transform data into useful information. Contemporary examples are taken from the hospitality industry to underpin the students' knowledge and application of appropriate techniques for data collection, presentation and analysis. Students experiment with a variety of techniques covering the analytical and statistical tools to support their informed decision-making in real-life business situations. Statistical software is used to assist in the data analysis and presentation of the results to the audience.

Concept Development and Entrepreneurship in Food and Beverage Management

This course develops a set of key skills for designing and running a Food & Beverage operation. Learning activities include applying a creative approach to the design of a food and beverage outlet encompassing the research of future trends and applying innovation to the proposal of an F&B concept. This will also include a focus on sustainability and CSR. In addition, the course develops management skills such as managing costs, improving profitability, enhancing customer experience, communication, numeracy and working with others, all of which are essential elements in the toolkit of the modern manager.



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SEMESTER 3 – COURSE OVERVIEWS

BSC 3: MANAGEMENT PRACTICE - INTERNSHIP

Goal: To reflect upon managerial competencies in the workplace.

In this semester, students are immersed in the industry and reflect on managerial competencies and challenges experienced in the world of work. At the same time, students should shape their understanding of real-life managerial approaches, philosophies and practices. This internship should develop students' career and personal development aspirations.

Upon successful completion of the internship, students should be able to effectively apply problem-solving techniques, critical thinking skills and to develop as an individual contributor as well as a valuable team member.

Management Practice (24-week Internship)

Students should acquire the necessary knowledge and tools to search for and obtain a professional internship. The ensuing 24-week operational placement should provide students with high quality training designed to enhance professional competence and enrich personal development. This internship will ideally take place in a different work environment from the first, and students should be able to review and explore the experiences of supervisors or managers in a workplace. The internship experience should focus on future career preparation and the development of competencies that can be further developed after graduation.

Reflection on Practice

The aim of this course is to link academic knowledge with industry experience gained in the students' internship. Core theoretical principles and perspectives associated within the world of hospitality will be reviewed, notably customer satisfaction management, and the roles of training and development and leadership. Students will also reflect on their experiences and recognize development needs within their own professional competencies. They should also develop problem solving and research competencies which will be key to their final year of studies.

SEMESTER 4 – COURSE OVERVIEWS

BSC 4: INTEGRATED BUSINESS STRATEGIES

Goal: To integrate the skills, knowledge and experience gained to manage potential uncertainty at a strategic level.

In this semester, students are immersed in developing competencies in order to implement successful business strategies. Students are expected to develop a strategic mindset and apply business theory to complex and ambiguous scenarios and be able to recommend strategic alternatives at a corporate and business unit level.

Upon successful completion of the semester, students should have developed their core business acumen in preparation for their final semester specialization and capstone project.

Business Development and Strategy

Students will be introduced to core concepts and theories relating to business development and business strategy, and how they may be applied across a wide spectrum of business cases. The course enables students to use their analytical skills drawn from previous research and data analysis courses, to identify and analyze current trends in markets. Students will also explore their influence on the strategic direction of major companies. Through the examination of market conditions and case studies, students will acquire the necessary competencies to appraise strategic decisions taken at both a corporate and business unit level, in relation to the potential future success of organizations.

Corporate Finance

This course is designed to provide a theoretical and empirical overview of the major concepts and analytical tools of corporate finance. Students should be able to analyze the financial risks of a project and determine its required level of profitability in order to assess its financial feasibility. Topics covered include profitability measures, sources of financing, capital budgeting, and the cost of capital.

Leadership Skills for Change Management

This course introduces a wide variety of contemporary theoretical approaches that will allow students to discover and develop their leadership skills within their organizational and business environments. As future managers, students will be able to put in place relevant strategies to navigate through change, crisis and risk management. Knowing how to use these strategies will allow students to understand how their leadership style can impact organizational function. This course allows students to select the most appropriate management tools to ensure a positive outcome depending on the business situation.



Revenue Management and Distribution Channel Management

The course will apply and critically review contemporary revenue management principles and practices to formulate strategies for profit and distribution channels optimization. By emphasizing the importance of the degree of operating leverage (DOL) and cost structure for pricing, forecasting and distributing the hotel inventory, students will develop analytical skills for strategic decision making.

Human Resources Talent Management

Attracting, engaging and retaining the right talent is a fundamental and strategic organizational activity of increasing complexity and importance. This course aims to provide students with both a theoretical and practical understanding of talent management practices, allowing students to recognize the crucial role that both Human Resources and line management play in acquiring, deploying and developing talent to address business needs and improve organizational performance.

Sustainability in Ethical Business

Ethical sustainability in business refers to a company's deliberate efforts to reduce adverse environmental and social impacts resulting from its operations. During this course students will investigate responsible practices which ensure long-term financial viability while considering the well-being of the planet and society. The Triple Bottom Line framework evaluates business performance based on three pillars: profit (economic), people (social), and planet (environmental). By balancing these dimensions, businesses can achieve sustainable growth while positively impacting society and the environment. This course aims to provide students with the tools and skills needed to identify, and critically evaluate ethical issues encountered in individual, organizational and societal contexts.

Business and Academic Research Methods

Students will develop their critical application of the research process and explore a research topic in either or both a quantitative or qualitative domain. Students will also select and use appropriate research methodologies that align to a research question or hypothesis. By the end of the course, students will be able to identify and analyze a real-life business problem through the selection of appropriate literature and the evaluation of statistical data. The course is divided into two parts running in parallel: part 1 focuses on identifying a relevant research question, the aim, and the objective of a research project; part 2 covers instead gathering, analyzing, and interpreting data necessary to answer the research question.

SEMESTER 5 – COURSE OVERVIEWS

BSC 5: SPECIALIZATION AND CAPSTONE (PART 1)

Goal: To develop skills, knowledge, and experiential learning within a chosen specialization and a capstone.

In this semester, students focus on areas of specialization within the world of hospitality. Students are required to show creativity and innovation in conceptualization, contemporary approaches in problem solving and conflict resolution, and show openness to new or novel ideas within a specialization. Students also complete the first part of their final year capstone by critically reviewing existing literature, developing a conceptual framework and selecting appropriate research methodologies.

Upon successful completion, students should have developed key cognitive skills and be able to demonstrate confidence and flexibility in managing complex problems. Students should be able to reflect on specialist knowledge and argue from competing perspectives.

ONE OF THE FOLLOWING FINAL YEAR CAPSTONE ELECTIVES:

Bachelor Thesis (Part 1)

This course introduces students to the core elements of academic research design and proposal writing. Students learn to define an independent study through the process of identifying a research topic, reviewing relevant literature, and planning an appropriate research approach. Students should focus on clear communication, critical thinking, and the ability to justify research choices within an academic context. Students will also develop the skills to communicate their research plans confidently through both written and visual formats.

Applied Business Project (Part 1)

The Applied Business Project is the first half of a two-semester consultancy-based capstone. Students work in small groups to solve a real-world business problem in collaboration with an industry partner. Students focus on designing and conducting applied research and delivering evidence-based recommendations to the client. Through the integration of secondary and (where appropriate) primary data, students develop both professional and academic competencies. Students create a professional business report and deliver a live client presentation.



AND ONE OF THE FOLLOWING SPECIALIZATION ELECTIVES:

Specialization in Luxury Brand Strategy

This course develops a deep understanding of luxury as a concept and its application in contemporary luxury and hospitality industries. Students will explore luxury's role and trends, develop luxury brand identities, and use marketing communication tools effectively. Students will design innovative, multi-sensory luxury experiences and execute service strategies that highlight service excellence, all supported by practical research and application.

Specialization in International Hotel Development and Finance

A crucial role for today's senior hotel professionals is to enhance sustainable value for a hotel owner by understanding the business from an owner's perspective. The course will introduce students to the industry's main stakeholders, its business models and brand expansion strategies which are open to investors. It will also focus on essential tools to analyze hotel revenue and profit trends using key performance indicators (KPIs). In this course, using best-practice secondary research, students will have the opportunity to develop a hotel feasibility study based on a new hotel concept and space plan. Students will also negotiate best-in-class management agreements. This course will focus students on the best practice valuation methodologies, including exposure to sustainable real-estate trends, and their application to hotel assets, as well as investment project KPIs to maximize performance and create value. The student will apply their learning to determine the key product combination, trends and financial drivers which make a successful sustainable resort project, with a focus on wellbeing and wellness. Students will be exposed to the latest product and service trends in one of Europe's dynamic hotel markets.

Specialization in Guest Experience and Event Management

In this course students will explore in depth the experience industry, through different sectors, angles and interpretations. Students will also research the role of experience design and management in the public and private sectors, in tourism, hospitality, marketing, retail and events, either offline or in the digital world. The impact of the experiences on innovative companies and brands' business models as well as the growing importance of sustainability will be at the center of this specialization. Students will then put theory into practice and design an experience in the form of a live event, developing a plan with all its details and managing all the touchpoints before, during and after the event staging.

SEMESTER 6 – COURSE OVERVIEWS

BSC 6: THEORY TO EXPERTISE PRACTICE - CAPSTONE (PART 2) AND ON-THE-JOB EXPERIENCE

Goal: To apply knowledge, research and professional skills to thrive in a corporate or business environment.

This last semester of studies is designed to provide students with a holistic understanding of the interconnectedness between research, reflective practices and work experience. Through a comprehensive research project, students will gain valuable insights and should be able to provide sound business-oriented recommendations.

Upon successful completion, students should be able to transition into a professional work environment and should excel in applying the skills they have developed and ready themselves for future career or educational opportunities. Students should be autonomous global learners and professionals.

ONE OF THE FOLLOWING FINAL YEAR CAPSTONE ELECTIVES:

Bachelor Thesis (Part 2)

The thesis is a culminating academic work of a Bachelor's degree program. The course is to accomplish academic research independently to write a 10,000-word study on a chosen topic in the luxury brand strategy, international hotel development and finance, guest experience and event management, or hospitality business. One-to-one tutoring is held on a regular basis, but overall emphasis of the course is placed on a self-regulated learning and research activities. Students are required to present critical review of existing literatures on chosen topic areas, develop a conceptual framework, conduct appropriate primary research with relevant methods, analyze collected data to build arguments and develop discussion. Major findings need to be recapitulated, and conclusions are drawn with evaluation and syntheses.



Applied Business Project (Part 2)

The Applied Business Project – Part 2 is designed as the individual continuation of the capstone consultancy experience initiated in the previous semester of study. Students will independently refine and expand upon one key theme or insight from their previous semester group work.

Students will produce a professional standard report that deepens the group's findings and applies them to the industry context. Students will make practical and strategic recommendations supported by applied business research. Students will also present their conclusions and insights in a viva format, strengthening their ability to defend ideas and articulate impact to both academic and professional audiences.

On-the-job Experience

In the course, students should demonstrate the necessary knowledge and tools they have acquired to complete a professional work placement. The 12-week placement should provide students with high quality training designed to enhance professional competence and enrich personal development. Students should be able to review and explore the experiences of supervisors or managers in a workplace. The work placement experience should focus on future career preparation and the development of competences that can be further developed after graduation. Upon successful completion, students should be able to transition into a professional work environment and should excel in applying the skills they have developed and ready themselves for future career or educational opportunities. By the end of this semester, students should be autonomous global professionals.



Bachelor of Science in Luxury Business

CONCEPT OF BACHELOR OF SCIENCE PROGRAM

The primary objective of the BSc program in Luxury Business is to equip students for careers in prominent global luxury companies, emphasizing international luxury business. Upon successful program completion, students will possess extensive knowledge and comprehension of the domain. Additionally, they will have honed cognitive skills and professional competencies through diverse teaching and learning methodologies. These skills are fostered through exposure to contemporary theories and research. Teaching techniques encompass a spectrum from traditional lectures to practical, context-based, problem-solving tasks.

GRADUATE PROFILE

Glion undergraduates embark on international careers in leading luxury companies. Multicultural, versatile and resourceful, they are global citizens skilled in luxury business. Their combination of practical experience, cutting-edge management competencies and a corporate approach enables them to apply their skills according to their specialization in luxury strategic management.

LEARNING OUTCOMES

Upon graduation from the BSc in Luxury Business program, students should be able to:

- Apply knowledge and skills acquired within a range of international luxury environments to contribute successfully to the operation and management of a luxury business.
- Identify, analyze, and solve a range of complex problems using both recognized and innovative tools and evidence.
- Interact and communicate effectively and appropriately as a global citizen.
- Accept responsibility for decisions and actions, demonstrating flexibility, adaptability and resilience when needed.
- Work effectively with people from a range of cultures and support team initiatives and tasks.
- Take responsibility for their own development and learning through self-reflection, analysis and planning.

PROGRAM STRUCTURE

The Bachelor of Science program is a 4-year program of study which is divided into courses. Each course is assigned a specific number of credits.

There are 180 ECTS credits (Bologna European system) or 120 US Carnegie credit units in the program of study. All courses must be passed with a minimum average of 50%. All students are registered for a Bachelor of Science in Luxury Business. A minimum of forty (40) US credits considered as general education, either through specific courses skills taught and assessed in courses.

Year/Semesters	ECTS Credits	US Credits
Year 1 – Experiential Year		
EY1 – Luxury Fundamentals and Practical Arts	0	20
EY2 – Professional Immersion (24-week internship)	0	10
Year 2 – Luxury Management		
BSc1 – Luxury Management I	30	15
BSc2 – Luxury Management II	30	15
Year 3 – Luxury Management		
BSc3 – Management Practice (24-week internship)	30	15
BSc4 – Strategic Luxury Leadership	30	15
Year 4 – Professional Expertise		
BSc5 – Contemporary Luxury	30	15
BSc6 – Theory to Expertise Practice	30	15
TOTAL	180	120



EXPERIENTIAL YEAR

EXPERIENTIAL YEAR SEMESTER 1 – LUXURY FUNDAMENTALS AND PRACTICAL ARTS

Required Courses	ECTS Credits	US Credits	General Education Credits
The Wine Universe	0	1	
Consumer Insights and Behavior	0	1	1
Service Excellence	0	3	
Introduction to IT Tools	0	1	1
Wellness and Wellbeing	0	1	1
Guest Experience	0	2	
Project Creation and Design	0	3	
Codes and Attitude	0	1	1
Principles of Marketing	0	1	
Accounting Essentials	0	1	
New Frontiers in Luxury Tourism	0	1	
Introduction to the Luxury Business	0	1	
Luxury Universe and Industry Insights	0	2	1
Effective Communication / Advanced English	0	1	1
Total number of credits	0	20	
of which general education credits			6

EXPERIENTIAL YEAR - SEMESTER 2 – PROFESSIONAL IMMERSION

Required Courses	ECTS Credits	US Credits	General Education Credits
Internship	0	10	
Total number of credits	0	10	
of which general education credits			0



YEAR 1 – LUXURY MANAGEMENT

BSC1 – LUXURY MANAGEMENT I

Required Courses	ECTS Credits	US Credits	General Education Credits
Psychology of Luxury and the Luxury Client	4	2	
Introduction to Management	2	1	1
Financial Statement Analysis	6	3	
Luxury Marketing Essentials	4	2	
Human Resources Management	4	2	2
Technology for Business Innovation	4	2	
Trends in Luxury Business	2	1	1
Elective courses (one of the following)**			
French Beginners	4	2	2
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Elementary			
Spanish Intermediate			
Intercultural Communication, Collaboration and Negotiations			
International Relations			
Total number of credits	30	15	
of which general education credits			6

BSC2 – LUXURY MANAGEMENT II

Required Courses	ECTS Credits	US Credits	General Education Credits
Bidding and Negotiation	2	1	1
Sales and Distribution Channels	4	2	
Data Analysis for Decision Makers	4	2	2
Integrated Digital Marketing	4	2	
Legal Environment of Luxury Industries	4	2	
Applied Project	4	2	2
Business and Academic Research Methods	4	2	2
Elective courses (one of the following)**			
French Beginners	4	2	2
French Elementary			
French Intermediate			
Spanish Beginners			
Spanish Elementary			
Spanish Intermediate			
Intercultural Communication, Collaboration and Negotiations			
International Relations			
Total number of credits	30	15	
of which general education credits			9



YEAR 2 – LUXURY MANAGEMENT II

BSC3 – MANAGEMENT PRACTICE

Required Courses	ECTS Credits	US Credits	General Education Credits
Internship	20	10	
Reflection on Practice	10	5	5
Total number of credits	30	15	
of which general education credits			5

BSC4 – STRATEGIC LUXURY LEADERSHIP

Required Courses	ECTS Credits	US Credits	General Education Credits
Market Research and Analysis Lab	4	2	
Corporate Social Responsibility	2	1	1
Corporate Finance	6	3	
Design and Brand Identity	4	2	2
Leadership Skills for Change Management	4	2	2
Strategic Management	4	2	
Social Media and Public Relations	4	2	2
Consolidated Research and Critical Evaluation	2	1	1
Total number of credits	30	15	
of which general education credits			8

YEAR 3 – PROFESSIONAL EXPERTISE

BSC5 - CONTEMPORARY LUXURY

Required Courses	ECTS Credits	US Credits	General Education Credits
Architecture, Design and Scenography	2	1	1
Supply Chain Management	4	2	
Economics	4	2	1
Ethics and Governance	2	1	1
New Technologies in Luxury Businesses	2	1	
Artificial Intelligence in Business	2	1	1
Entrepreneurial Challenge	4	2	2
Capstone (Applied Business Project or Thesis Part 1 Including Advanced Business and Academic Research Methods)	10	5	5
Other Activities (15 hours tutorials for Capstones)			
Total number of credits	30	15	
of which general education credits			11



BSC6 - THEORY TO EXPERTISE PRACTICE

Required Courses	ECTS Credits	US Credits	General Education Credits
Final Year Capstone – Bachelor Thesis (Part 2) or Applied Business Project (Part 2)	20	10	
On-the-job Experience (12-week work experience minimum)	10	5	5
Total number of credits	30	15	
of which general education credits			5

	ECTS Credits	US Credits	General Education Credits
Total number of credits in the BSc program	180	120	49

Semester descriptors and course overviews

EXPERIENTIAL YEAR – COURSE OVERVIEWS

EY1 - LUXURY FUNDAMENTALS AND PRACTICAL ARTS

Goal: To provide students with a comprehensive understanding of the luxury service industry, develop practical skills in hospitality operations, and foster a strategic mindset for business success.

In this semester, students will delve into the realm of luxury business. Through a combination of theoretical knowledge and practical applications, they will gain a comprehensive understanding of the luxury industry. The curriculum explores the luxury mindset, etiquette, and branding while providing students with practical development within a real-life simulated luxury environment. Further, students will cover business fundamentals necessary to succeed in the luxury industry, ensuring students gain a holistic understanding, with practical exposure and real-world examples of luxury business operations.

Upon successful completion of the semester, students will have acquired a solid foundation in luxury business, able to apply practical and professional skills and thus prepared for their transition into their internships.

The Wine Universe

This course will allow students to gain structured knowledge on the wine industry with a sustainable approach. The students will focus on French wines, wine making processes, food & wine pairings, the trend of natural wines and the business side of the wine industry. They will meet and share knowledge with an expert from the industry, specialized in wine experiences, wine selection and wine education.

Consumer Insights and Behavior

In this course, students explore the world of consumer psychology and behavior, gaining insights into how people make decisions, interact with products and services, and form opinions in the marketplace. Students will investigate the complex elements that influence consumer decisions and preferences using a combination of theoretical frameworks, case studies, and a practical project.

Service Excellence

This course introduces students to the principles of professional service in luxury hospitality. It combines theory with hands-on learning to explore how food and beverage operations work, with a focus on fine dining, premium beverages, and guest interaction. Students will gain a basic understanding of beverage origins, bar types, and mixology techniques, while also learning about international service standards and key roles in restaurants and catering. The course highlights the importance of communication, teamwork, and professionalism in delivering exceptional guest experiences. Practical workshops and service simulations help students develop confidence, problem-solving skills, and a guest-focused mindset.

Introduction to IT Tools

This course introduces students to essential digital tools used in academic and professional environments. It builds foundational proficiency in key applications from the Microsoft Office suite, with an emphasis on practical use, problem-solving, and clear communication. Students will develop the ability to analyze, structure, and present information effectively using Word, Excel, and PowerPoint.



Wellness and Wellbeing

The objective of this course is to equip students with an in-depth knowledge of the spa sector, including different types of spas, competitors, and hospitality organizations. Students will assess the relationship between guest segmentation and services, investigating the ever-changing environment of high-end tourism destinations, including golf, sustainable tourism, and casinos. The course will also give a vision on luxury travel and trends in luxury destination. In addition, students will explore the most recent trends and advancements in several sectors of the luxury market, providing students with chances to interact with industry professionals.

Guest Experience

This course provides an in-depth introduction to Property Management Systems (PMS) and essential guest relations skills within the hospitality industry. Students will develop a foundational understanding of managing guest interactions and operations through technology and guest service strategies. Emphasis is placed on the guest cycle stages, from reservations and check-in to departure, using PMS to streamline processes and enhance guest satisfaction. Through role-playing and practical exercises, students gain hands-on experience in managing real-world guest scenarios and building customer loyalty.

Project Creation and Design

This course introduces students to the principles and practices of planning, organizing, and executing projects within an industry. This course emphasizes hands-on learning and practical application, culminating in a final project that allows students to demonstrate their understanding of the complexity of creating a project.

Codes and Attitude

During this course, students learn how to succeed in the global luxury market by covering topics such as luxury attitude and etiquette, cultural nuances, and social skills. Students will learn about non-verbal communication, etiquette, dress codes, and social manners. The course also emphasizes the importance of customer service and how to provide a world-class service experience.

Principles of Marketing

This course provides students with a fundamental understanding of marketing in both product and service industries. Students will explore the principles of marketing and marketing strategy and the importance of creating customer value and building brand equity to achieve business objectives. Students will examine key theories, concepts and practices of marketing, and will apply them to different industry scenarios.

Accounting Essentials

This course will teach students how to use financial accounting information in a business setting. Students will learn how accounting systems record daily transactions to help managers make decisions. They will also learn about concepts such as debits and credits, the accounting cycle, receivables and payables, and how to measure and value assets and liabilities. The course will cover income statements and balance sheets, as well as other financial statements. The course will also explore how to prepare and interpret financial statements using Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS).

New Frontiers in Luxury Tourism

This course aims to introduce students to the concept of luxury in the tourism industry and explore how it is evolving in response to changing consumer preferences and market dynamics. The course will provide students with an understanding of the various facets of luxury tourism, its significance to the tourism industry, and the challenges and opportunities faced by luxury tourism providers in today's dynamic marketplace.

Introduction to the Luxury Business

This course will focus on the latest concepts under development, on analyzing luxury branding strategies, on the latest trends in the market, and on the development of high-end products and services with a sustainable approach. Students will evaluate the impact of these trends on different markets and industries.

Luxury Universe and Industry Insights

The course provides students with an immersion into the luxury industry through guided visits to businesses and discussions with professionals. Students explore what defines luxury today and how it differentiates itself from other industries. Students experience different luxury environments and hear directly from experts about their brand strategies, customer expectations, and the challenges shaping the future of luxury. From retail and hospitality to fashion and experiences, students gain insights into what excellence looks like in practice. By learning on-site and reflecting on these encounters, they develop an understanding of how luxury brands create value, build strong identities, and maintain high standards in a fast-changing world.



EFFECTIVE COMMUNICATION OR ADVANCED ENGLISH

Effective Communication

The Effective Communication course enables students to develop both business writing and professional presentation skills. They will learn how to select the most effective communication channel to satisfy their target readers and listeners. Additionally, they will examine industry-based scenarios to address issues faced by professionals in communicating with different stakeholders.

Advanced English

Advanced English is a practical course that will enable students to develop professional presentation and business writing skills. They will learn how to select the most effective communication channel and ways to satisfy their target readers and listeners. They will work with industry-based scenarios and case studies to address issues faced by professionals in communicating with different stakeholders.

EXPERIENTIAL YEAR - COURSE OVERVIEWS

EY2 - PROFESSIONAL IMMERSION - INTERNSHIP

Goal: To develop professional and personal competencies while gaining real world work experience.

In this semester, students are expected to apply previous knowledge to real work environments. The practical experience in the field allows students to demonstrate understanding of professional practices and to expand their perspective on what it means to be a professional in the luxury industry. During the internship, students should develop an understanding of workplace diversity.

Upon successful completion of the internship, students should be able to acquire and evaluate information in professional settings and to develop appropriate workplace behaviors.

Professional Immersion (24-week Internship)

Students should acquire the necessary knowledge and tools to search for and obtain a professional internship. The ensuing 24-week operational placement provides students with high quality training designed to enhance professional competence and enrich personal development. The aim of this internship is to allow students to apply knowledge and skills gained during their first semester of studies.

SEMESTER 1 – COURSE OVERVIEWS

BSC1: LUXURY MANAGEMENT I

Goal: To acquire established operational skills and competencies required in luxury businesses.

In this semester students will be introduced to key concepts and managerial principles across the multifaceted world of luxury. The semester will build on the practical elements of operational management and at the same time develop a fundamental understanding of the characteristics of running a luxury business.

Upon successful completion of the semester, students should be able to apply knowledge and skills in decision making. Students also develop interpersonal competencies through academic learning and industry focused study, preparing them for professional environments.

Psychology of Luxury and the Luxury Client

This course is designed to provide students with an understanding of the complex nature of luxury consumption, while also enabling them to identify the motivations and needs of today's evolving luxury client. Students will gain a theoretical understanding of the decision process in luxury and the key influencers of behavior within the luxury context. They will also examine the effect of marketing stimuli on brand preference and purchase intentions and gain insights into how luxury brands can effectively engage and satisfy their high-end and multicultural clientele; as well as the use of research and identification of trends as a basis for marketing strategy.

Introduction to Management

In this course, students will have an introduction to core components of management and business strategy theories and practice, equipping them with the foundational knowledge and skills necessary to identify key areas for success in organizational settings. The course integrates theoretical concepts with practical applications, encouraging critical thinking, effective communication, and business decision-making.



Financial Statement Analysis

Financial Statement Analysis is a course designed to provide students with the knowledge and skills required to effectively analyze and interpret financial statements of companies. Through a combination of theoretical concepts, practical examples, and case studies, the course aims to equip students with the essential tools to evaluate the financial health and performance of organizations.

Luxury Marketing Essentials

This course analyzes the luxury brand as the basis of the brand's luxury strategy and business model. Students will examine the fundamentals of luxury marketing in comparison to the marketing of non-luxury brands and explore key elements of the marketing mix, in particular brand communications and how a luxury brand maintains its luxury credentials and meets the needs of luxury consumers. Students will also discover how to manage a luxury brand to maintain its legitimacy and value through its lifecycle and stay relevant within a changing luxury landscape.

Human Resources Management

This course introduces students to the core concepts and actors of contemporary international relations, with particular emphasis on their impact on global business and the luxury industry. Students explore how states, international institutions, multinational corporations, and non-state actors interact within frameworks of global governance, trade, diplomacy, and regulation. The course examines international economic relations, soft power, sustainability norms, and regulatory environments shaping market access and brand legitimacy. Through applied examples and current global cases, students develop analytical skills to interpret international dynamics and assess their implications for strategic and managerial decision-making in luxury contexts.

Technology for Business Innovation

This course provides students with the knowledge of relevant software to plan and facilitate business operations with application to the hospitality industries. In conjunction with artificial intelligence, students will analyse spreadsheet data, business planning tools, and other software to support business decision-making and forecasting. Students will also recognize the importance of application (apps) tools and the impact on everyday work practice and management. Students will learn how to design a functional app relevant to the current cutting-edge needs of the hospitality and tourism industry. In addition, students will discover their digital literacy competency and explore ways to increase confidence and creativity in an increasingly digital world.

Trends in Luxury Business

This course introduces students to key tools and methods for spotting and analyzing early signals of change, before they become mainstream. Through cross-industry examples, it explores how emerging cultural and consumer shifts can shape strategy and innovation in the luxury sector. Students will learn practical foresight techniques to identify trends, interpret complex patterns, and apply insights to real-world business decisions. They'll also begin to shape their own approach to foresight, based on their strengths and interests.

AND ONE GENERAL EDUCATION LANGUAGE ELECTIVE:

French Beginners

The aim of this course is to introduce students to French language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business context to enable students to communicate effectively at a beginner's level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

French Elementary

The aim of this course is to develop a student's abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

French Intermediate

The aim of this course is to further develop a student's abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

Spanish Beginners

The aim of this course is to introduce students to Spanish language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business context to enable students to communicate effectively at a beginner's level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.



Spanish Elementary

The aim of this course is to develop a student's abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

Spanish Intermediate

The aim of this course is to further develop a student's abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

Intercultural Communication, Collaboration and Negotiations

The aim of this course is to equip students with the knowledge and skills necessary to navigate communication, collaboration, and negotiation in culturally diverse business environments. Emphasizing the impact of culture on interpersonal dynamics, this course explores how values, communication styles, and cultural frameworks shape professional interactions in international teams. Students will engage with key theories of intercultural communication, analyze cultural influences on teamwork and conflict resolution, and apply practical tools to improve collaboration and decision-making across cultural boundaries. Through experiential learning, critical reflection, and real-world case studies, students will develop their intercultural competence and become more effective communicators in global business settings.

International Relations

The course is designed to immerse students in dynamic global international relations and political systems in an era of shifting borders, restructuring economies and regional realignments. The course covers the interactions of stakeholders at an international level, including states and non-states, such as the United Nations, Amnesty International and European institutions. More precisely, the course introduces concepts of global governance, diplomacy, foreign policy, political economy, and international security, and examines the evolution of international relations in the 20th and 21st centuries.

SEMESTER 2 – COURSE OVERVIEWS

BSC 2: LUXURY MANAGEMENT II

Goal: To develop managerial skills and the understanding of organizational processes and challenges within the dynamic world of luxury.

In this semester, students will be immersed into management domains with a focus on exploring innovative solutions to challenges faced by luxury industries in a constantly changing environment. The courses include both macro and micro perspectives and should result in the students developing their abilities to analyze and reflect on concepts and factual data essential to problem solving in the luxury sector.

Upon successful completion of the semester, the students should be able to generate principled and effective managerial decisions and reflect upon self-development opportunities.

Bidding and Negotiation

This is an in-depth course which covers strategies for effective bidding, negotiation techniques, and ethical considerations. Participants engage in role-playing and case studies, learning to navigate diverse contexts, and enhancing their proficiency in securing favorable deals and agreements. Students will participate in an experiential competitive bidding process, whereby they will first set the criteria for an Invitation to Tender and then provide supplier side response to the brief via competitive bidding process, with an opportunity to negotiate contract terms. Students should reflect on their learning and how it may apply to their future careers.

Sales and Distribution Channels

This course offers a global perspective on retail, with a particular focus on the unique dynamics of luxury retail. Students will explore luxury brands across various distribution channels, examining how brands strategically manage their presence in both physical and digital formats. A key focus is placed on understanding the evolving role of customer experience in the luxury sector, and how brands can enhance this experience across different touchpoints. Students also examine external environmental factors that influence decision-making in the deployment of luxury retail strategies, providing insights into how luxury brands can optimize their operations to thrive in a competitive and ever-changing market.



Data Analysis for Decision Makers

With the growth of digital technology and a focus on customers, companies can now access large amounts of data. Data analytics are key to business success, but keeping up with these fast-changing tools and using data effectively can impact results. This course will help students learn how data analytics can support smarter decision-making in businesses, improving their performance and operations. Students will also gain skills to solve business problems using advanced analytics techniques. Additionally, contemporary forecasting methods and time-series models will be introduced.

Integrated Digital Marketing

This course focuses on the role of integrated marketing communications in sales of products and services in the digital era. Students will explore the opportunities and challenges created by global changes in consumer behavior related to the technological and cultural shifts of the modern era. Students will analyze the needs of specific target audiences and design targeted communications strategies, using carefully selected tools and channels.

Legal Environment of Luxury Industries

The course provides students with an understanding of the legal frameworks and regulations governing the luxury goods and services sectors. Students explore the unique legal challenges and opportunities facing luxury brands, including intellectual property rights, brand protection, counterfeiting, distribution agreements, and international trade laws. Students will also learn how to enhance the work contract.

Applied Project

The course offers students the opportunity to integrate and apply their knowledge of luxury brand management in a real-world context. It enables students to demonstrate critical analysis, professional skills, and independent research capacity as they address practical challenges in the luxury sector. Working individually, students are tasked with evaluating and developing strategic initiatives that address brand identity, customer experience, and market positioning, contributing to their professional development and readiness for industry roles.

Business and Academic Research Methods

This course focuses on the foundational frameworks and methods of scientific research used to build knowledge for business practice. It covers the global scope of research, with a particular emphasis on research methods tailored for business students. Students will develop their critical application of the research process and explore a research topic in either or both a quantitative or qualitative domain. Students will also select and use appropriate research methodologies that align to a research question or hypothesis. By the end of the course, students will be able to identify and analyze a real-life business problem through the selection of appropriate literature and the evaluation of statistical data.

AND ONE GENERAL EDUCATION LANGUAGE ELECTIVE:

French Beginners

The aim of this course is to introduce students to French language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business context to enable students to communicate effectively at a beginner's level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

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French Intermediate

The aim of this course is to further develop a student's abilities to communicate in French. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

Spanish Beginners

The aim of this course is to introduce students to Spanish language and culture. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business context to enable students to communicate effectively at a beginner's level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.



Spanish Elementary

The aim of this course is to develop a student's abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Vocabulary and activities will be based around a business context to enable students to communicate effectively at an elementary level. The course corresponds to the Common European Framework of Reference (CEFR), level A1.

Spanish Intermediate

The aim of this course is to further develop a student's abilities to communicate in Spanish. The focus will be on listening, reading, speaking, and writing. Learning activities focus on business contexts to enable students to communicate effectively at an intermediate level. The course corresponds to the Common European Framework of Reference (CEFR), level A2.

Intercultural Communication, Collaboration and Negotiations

The aim of this course is to equip students with the knowledge and skills necessary to navigate communication, collaboration, and negotiation in culturally diverse business environments. Emphasizing the impact of culture on interpersonal dynamics, this course explores how values, communication styles, and cultural frameworks shape professional interactions in international teams. Students will engage with key theories of intercultural communication, analyze cultural influences on teamwork and conflict resolution, and apply practical tools to improve collaboration and decision-making across cultural boundaries. Through experiential learning, critical reflection, and real-world case studies, students will develop their intercultural competence and become more effective communicators in global business settings..

International Relations

The course is designed to immerse students in dynamic global international relations and political systems in an era of shifting borders, restructuring economies and regional realignments. The course covers the interactions of stakeholders at an international level, including states and non-states, such as the United Nations, Amnesty International and European institutions. More precisely, the course introduces concepts of global governance, diplomacy, foreign policy, political economy, and international security, and examines the evolution of international relations in the 20th and 21st centuries.

SEMESTER 3 – COURSE OVERVIEWS

BSC 3: MANAGEMENT PRACTICE – INTERNSHIP

Goal: To reflect upon managerial competencies in the workplace.

In this semester, students return to industry and reflect on managerial competencies and challenges experienced in the world of work. At the same time, students should shape their understanding of real-life managerial approaches, philosophies and practices. The second internship should develop the students' career and personal development aspirations.

Upon successful completion of the internship, students should be able to effectively apply problem-solving techniques, critical thinking skills and to develop as an individual contributor as well as a valuable team member.

Internship

Students should acquire the necessary knowledge and tools to search for and obtain a professional internship. The ensuing 24-week operational placement should provide students with high quality training designed to enhance professional competence and enrich personal development. This internship will ideally take place in a different work environment from the first, and students should be able to review and explore the experiences of supervisors or managers in a workplace. The internship experience should focus on future career preparation and the development of competencies that can be further developed after graduation.

Reflection on Practice

The aim of this course is to link academic knowledge with industry experience gained in the students' internship. Core theoretical principles and perspectives associated within the world of hospitality will be reviewed, notably customer satisfaction management, and the roles of training and development and leadership. Students will also reflect on their experiences and recognize development needs within their own professional competencies. They should also develop problem solving and research competencies which will be key to their final year of studies.



SEMESTER 4 – COURSE OVERVIEWS

BSC 4: STRATEGIC LUXURY LEADERSHIP

Goal: To integrate the skills, knowledge and experience gained to manage potential uncertainty at a strategic level.

In this semester, students are immersed in developing competencies in order to implement successful business strategies. Students are expected to develop a strategic mindset and apply business theory to complex and ambiguous scenarios and be able to recommend strategic alternatives at a corporate and business unit level.

Upon successful completion of the semester, students should have developed their core business acumen in preparation for their final semester and Bachelor Thesis or Applied Business Project.

Market Research and Analysis Lab

This practical course places students in an immersive, real-time business simulation using the Cesim platform. Students will be working on a realistic case, each student becomes part of a management team running a virtual company. Across several decision rounds, teams interpret data, make marketing and management decisions, monitor performance, and refine strategy in response to dynamic market feedback. The course connects theory and practice. Students apply concepts from marketing, retail and management, test ideas in a competitive environment, and experience the impact of their decisions on company performance. Because the simulation evolves after every round, students must remain agile, reacting to new information, competitor actions and internal insights, while maintaining a coherent strategic direction. By the end of the course, students will have developed analytical, strategic, and reflective skills for data-driven decision-making in business and marketing contexts.

Corporate Social Responsibility

This course explores how business ethics, and its relationship with business decisions and corporate social responsibility, impact the modern business world. The international business arena provides a vast array of intriguing ethical challenges for today's managers. Through the exploration of many of these challenges or cases, the course aims to provide students with the tools and skills needed to identify and critically evaluate ethical issues encountered in individual, organizational and societal contexts.

Corporate Finance

This course is designed to provide a theoretical and empirical overview of the major concepts and analytical tools of corporate finance. By its conclusion, students should be able to analyze the financial risks of a project and determine its required level of profitability in order to assess its financial feasibility. Topics covered include profitability measures, sources of financing, capital budgeting, and the cost of capital.

Design and Brand Identity

This course explores the relationship between Design and Branding in today's competitive markets. Students will look at Design both as a creative process that shapes products and experiences, and as a tool for turning brand strategies into clear, visual expressions. Through Theory, case studies, discussions and hands-on projects, the course develops student's ability to design, manage and communicate brand experiences to meet the Market demand.

Leadership Skills for Change Management

This course equips individuals with strategies to lead successful organizational change. Students develop abilities in communication, stakeholder engagement, and navigating resistance, fostering a culture of adaptability and innovation within their teams.

Strategic Management

During this course, students will examine a wide range of strategic management literature considering most of the major schools of thought for the last few decades, with special attention applied to the effects of innovation and rapid change on product choice, planning and resource allocation. Students are encouraged to debate the merits of the various theories and concepts and then to apply these theories to contemporary luxury environments.

Social Media and Public Relations

In this course, students learn to leverage social media platforms for strategic communication, brand management, and community engagement. Students will learn to craft compelling content, analyze metrics, and navigate ethical considerations in digital PR, enhancing organizational reputation and audience outreach.



Consolidated Research and Critical Evaluation

This course builds upon the foundational concepts introduced in Business and Academic Research Methods (BSc 2) and focuses on the advanced application of academic research within a business context. It guides students in extending their previous poster project into a full research paper, emphasizing the development of coherent argumentation, methodological rigor, and application of academic writing standards. Students will strengthen their critical understanding of the research process by producing, in groups, a complete research paper that demonstrates the integration of theory, data analysis, and interpretation. Each student will then undertake an individual critical analysis of another group's submitted paper, applying peer-review principles. By the end of the course, students will have refined their ability to design, write, and assess scholarly work, demonstrating the capacity to engage critically with research in business and management studies through both the production and evaluation of academic papers.

SEMESTER 5 – COURSE OVERVIEWS

BSC 5 - CONTEMPORARY LUXURY- BACHELOR THESIS OR APPLIED BUSINESS PROJECT

Goal: To develop skills, knowledge, and experiential learning in luxury business, with a Bachelor Thesis or Applied Business Project that generates innovative solutions, fostering innovation, sustainability, and entrepreneurial mindset.

In this semester, students engage in advanced studies in luxury business, with a focus on innovation, sustainability, and entrepreneurship. Students are required to show creativity and innovation in conceptualization, contemporary approaches in problem solving and conflict resolution, and show openness to new or novel ideas.

Upon successful completion, students should have developed key cognitive skills and be able to demonstrate confidence and flexibility in managing complex problems. Students should be able to reflect on specialist knowledge and argue from competing perspectives.

Architecture, Design and Scenography

The students will understand the architectural principles, creative design processes, and the integration of space, light, and form to craft immersive environments. Through hands-on projects and theoretical courses, participants develop a holistic understanding of shaping spaces for diverse usage.

Supply Chain Management

This course introduces students to how luxury brands design, coordinate, and control the flow of products and services across global networks while maintaining exceptional quality, exclusivity, and brand integrity. The course explores sourcing, production, logistics, and distribution in a luxury context, emphasizing how operational decisions shape customer experience and long-term brand value.

Economics

This course provides a clear understanding of how markets function, how consumers and firms make decisions, and how global economic forces influence the luxury industry. The course connects fundamental economic principles to real luxury-sector challenges, enabling students to analyze demand, pricing, competition, and the broader economic environment in which luxury brands operate.

Ethics and Governance

In this course, students will explore the principles and frameworks that guide responsible decision-making within luxury organizations, emphasizing integrity, transparency, and accountability. The course examines ethical challenges, corporate governance structures, and sustainability expectations in the luxury sector, helping students understand how strong governance supports brand reputation and long-term value.

New Technologies in Luxury Businesses

This course explores cutting-edge tech applications tailored for luxury industries, including AI-driven personalization, blockchain for authenticity, and AR/VR immersive experiences.

Artificial Intelligence in Businesses

This course introduces students to how AI technologies can enhance decision-making, efficiency, and customer experience across luxury industries. The course examines practical applications such as data-driven personalization, automation, and predictive analytics, helping students understand how AI supports innovation and competitive advantage in luxury business environments.



Entrepreneurial Challenge

With this challenge, students will gain the essential skills for identifying market opportunities, developing innovative solutions, and launching successful ventures. Through hands-on projects, mentorship, and feedback sessions, students learn to navigate the complexities of entrepreneurship and create impactful businesses.

ONE OF THE FOLLOWING FINAL YEAR CAPSTONE ELECTIVES:

Bachelor Thesis (Part 1)

This course introduces students to the core elements of academic research design and proposal writing. Students learn to define an independent study through the process of identifying a research topic, reviewing relevant literature, and planning an appropriate research approach. Students should focus on clear communication, critical thinking, and the ability to justify research choices within an academic context. Students will also develop the skills to communicate their research plans confidently through both written and visual formats.

Applied Business Project (Part 1)

The Applied Business Project is the first half of a two-semester consultancy-based capstone. Students work in small groups to solve a real-world business problem in collaboration with an industry partner. Students focus on designing and conducting applied research and delivering evidence-based recommendations to the client. Through the integration of secondary and (where appropriate) primary data, students develop both professional and academic competencies. Students create a professional business report and deliver a live client presentation.

SEMESTER 6 – COURSE OVERVIEWS

BSC 6: THEORY TO EXPERTISE PRACTICE CAPSTONE (PART 2) AND ON-THE-JOB EXPERIENCE

Goal: To apply knowledge, research and professional skills to thrive in a corporate or business environment.

This last semester of studies is designed to provide students with a holistic understanding of the interconnectedness between research, reflective practices and work experience. Through a comprehensive research project, students will gain valuable insights and should be able to provide sound business-oriented recommendations.

Upon successful completion, students should be able to transition into a professional work environment and should excel in applying the skills they have developed, while readying themselves for future career or educational opportunities. Students should be autonomous global learners and professionals.

Bachelor Thesis (Part 2)

Students complete their 8,000-word final year capstone for a Bachelor of Science degree. The course is aimed at accomplishing academic research independently by analyzing collected data to build arguments and developing discussion. Major findings need to be recapitulated, and students draw conclusions through evaluation and synthesis. Students are also required to create concrete recommendations for the practitioners and present their Bachelor Thesis during a viva.

Applied Business Project (Part 2)

Students complete their Applied Business Project by self-reflecting on the first part of the project. Through this in-depth analysis and new research conducted, they are capable of fine-tuning their findings and giving sound recommendations to the client, as well as applying their business related results.

On-the-job Experience

In the final semester of studies, an additional professional experience is undertaken where students will apply academic knowledge to real-world scenarios. Focused on the sharpening of skills and expertise, this final hands-on immersion in a business environment is intended to ensure a seamless transition into the student's chosen field, post-graduation. Through reflective practices, networking and a culminating capstone project, students will gain invaluable professional competencies and business acumen.



Master's programs

MSc in Hospitality Business Leadership

CONCEPT OF THE MASTER'S PROGRAM

The overall aim of the MSc in Hospitality Business Leadership is to prepare students for accelerated careers in leading global hospitality companies. The students will build upon prior education and experiences to further develop their managerial and leadership skills to meet the requirements of their career aspirations in the industry. Immersed in a multicultural hospitality learning environment, they will be exposed to best-practice managerial theories and industry applications to nurture their business acumen and grow their professional and inter-personal competencies. Teaching and learning techniques include transformative, didactic, experiential, student-focused, industry-based and technology supported approaches.

GRADUATE PROFILE

Glion Master's graduates are international hospitality business professionals with a well-rounded knowledge of industry fundamentals and leadership behaviors, together with strategies for enhancing performance and driving revenue. Graduates adopt innovative approaches and make informed decisions in a responsible way in today's highly complex and rapidly evolving environment. At the managerial level, graduates take initiatives and accept accountability at both operational and strategic levels in local and global contexts.

LEARNING OUTCOMES

Upon graduation, students from the MSc program should be able to:

- *Demonstrate confident, collaborative, and influential communication and leadership skills, essential for driving innovation and managing diverse teams.*
- *Make responsible and ethical decisions that create social value, guided by critical reflection and a commitment to sustainability and equity in hospitality innovation.*
- *Continuously develop as a reflective and adaptive professional through experiential learning, feedback and a growth mindset that embraces change and complexity.*
- *Demonstrate leadership skills, take initiatives, and make decisions in an ethical and responsible way, accepting full accountability for the outcomes.*
- *Engage in collaborative efforts.*
- *Apply continuous improvement strategies.*
- *Develop as an effective industry professional through continuous reflection on experience in a systematic and balanced way.*

PROGRAM STRUCTURE

The MSc program is a 1.5-year program of study divided into units of study called courses. Each course or module is assigned a specific number of credits. There are 45 US Carnegie credit units or 90 ECTS credits (Bologna European system) in the program of study and all courses or modules must be passed. All students are registered for an MSc in Hospitality Business Leadership.

PRE-SESSIONAL – HOSPITALITY IMMERSION PROGRAM (OPTIONAL)

Courses	ECTS Credits	US Credits
Hospitality Immersion Program	0	0
Total number of credits	0	0



SEMESTER 1 – DRIVING OPERATIONAL EXCELLENCE

Required Courses	ECTS Credits	US Credits
Critical Research Methodology in Business I	2	1
Managing Hospitality and Luxury Operations	4	2
Revenue Management and Pricing Strategy	4	2
Managerial Accounting and Financial Analysis	4	2
Marketing Management for Hospitality Leaders	4	2
Leadership Across Cultures	4	2
Leading Digital Strategy	4	2
Sales and Distribution Strategies in Hospitality	2	1
Field Trip	2	1
Total number of credits	30	15

SEMESTER 2 – LEADING STRATEGIES TO SUCCESS

Required Courses	ECTS Credits	US Credits
Advanced Revenue Optimization in Hospitality	4	2
People Management in a Global Environment	4	2
Hospitality Corporate Finance	4	2
Critical Research Methodology in Business II	2	1
Hotel Asset Management and Concept Creation	4	2
Innovative Food & Beverage Strategies	2	1
Sustainability Essentials for Hospitality Managers	2	1
Luxury Brand Management	4	2
Leadership in Action	2	1
Crisis Management in a Volatile Environment	2	1
Total number of credits	30	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	ECTS Credits	US Credits
Internship with Applied Research Report or Business Research Project	30	15
Total number of credits	30	15

Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

DESCRIPTOR

Goal: To practice hospitality operational skills and develop the art of hospitality excellence.

During these four weeks of intense industry practicum, the teaching and learning is designed to provide students with practical skills within a real-life simulated boutique hotel environment. The Hospitality Immersion Program consists of kitchen, restaurant, front desk and rooms division operations and associated theory.

Upon successful completion of the course, students should be able to understand the excellence required in hotel operational departments and apply practical and professional competencies.



COURSE OVERVIEWS

Hospitality Immersion Program

This course allows students to acquire the operational skills, knowledge and abilities fundamental to performing tasks and duties in the different hotel departments, such as: Rooms Division, Food and Beverage and Front Office. This practical work will foster the development of lifelong qualities to include professional appearance and behavior, functional skills and personal and social skills. Demonstrations and simulations performed by the students in the different sectors of a hotel will help familiarize them with professional working techniques and communication in a multicultural environment.

SEMESTER 1 – DRIVING OPERATIONAL EXCELLENCE

SEMESTER DESCRIPTOR

Goal: To develop professional management and business capabilities within a specialized hospitality context.

In this semester, students will be taught to critically think through key management subjects and business scenarios related to the industry, sometimes at the forefront of knowledge. Students are expected to develop and demonstrate the high levels of responsibility and autonomy required of industry managers. Subjects include hospitality operations, services marketing, accounting and finance, revenue management and leadership. During the field trip, students will put their knowledge to the test in real hospitality settings.

COURSE OVERVIEWS

Critical Research Methodology in Business I

Research is the backbone of successful problem-solving, decision-making, and strategic planning under uncertainty. Effective research requires a combination of careful planning, rigorous methodology, critical analysis and clear communication of findings. This course, spanning two semesters, will develop students' skills for understanding problems, asking key questions, refining research issues, generating hypotheses, choosing research methods and tools, working with data, and persuasively communicating findings. Students will gain knowledge about deductive, inductive, and abductive research processes, developing proficiency in multiple ways of knowing. Cultivating a healthy skeptical attitude regarding assumptions and claims will also be emphasized.

Managing Hospitality and Luxury Operations

Effective organization of resources and close collaboration between internal and external players are fundamental to increasing customer satisfaction, value creation and quality management. During this course, students learn to assess and recommend various complex operational management tools and techniques to sustain a successful hospitality business, including in the luxury sector.

Revenue Management and Pricing Strategy

Revenue management aims at optimizing the revenue (topline) performance and profitability of service firms such as hotels, airlines and more. Students will explore the foundations and advanced concepts of revenue optimization with a focus on hospitality in order to improve the total net revenue of companies. These include: how to forecast demand, control inventory and availability, set and monitor a pricing strategy and manage distribution channels.

Managerial Accounting and Financial Analysis

This course is designed to provide students with solid practical accounting knowledge and the analytical tools required when making management decisions for planning, organizing, directing and controlling a firm's operations in the hospitality industry. Contemporary managerial accounting topics covered in the course include: responsibility accounting, USALI balance sheet, USALI income statement, statement of cash flow, cost concepts and cost-volume-profit analysis.

Marketing Management for Hospitality Leaders

This course has been developed to give aspiring industry managers a critical appreciation of marketing services in the international hospitality industry. Due to the special characteristics of services and the challenges associated with communicating and delivering intangibles, an in-depth understanding of what consumers want and how they think and behave is at the core of this subject. This course will explore how hospitality providers need to anticipate and meet the needs of the marketplace, position their messages and subsequently deliver their services to meet customers' expectations and perceptions amid changing societal expectations.



Leadership Across Cultures

Globalization has led to a critical need for well-trained, adaptable leaders and managers who can effectively interact in a variety of multi-diverse contexts. This course is designed to introduce a variety of skills and mindsets towards leadership that will allow students to discover and develop their leadership individually and as part of a team within multicultural, organizational and business environments. Through a highly dynamic learning process, students critically examine and debate concepts and case studies within their multicultural and gender-diverse peer groups to enhance their knowledge of the field.

Leading Digital Strategy

This comprehensive, Master's-level course is designed to equip students with the essential skills and strategic mindset required to excel in the dynamic field of digital strategy leadership. With a strong emphasis on both the theoretical foundations and practical applications, students will embark on a transformative learning journey, preparing them to navigate the evolving digital landscape with confidence and ingenuity. The course will specifically cater to the hospitality industry. By delving into key digital platforms, emerging technologies and strategic frameworks, students will gain the expertise needed to drive organizational success in the digital age. By the end of this course, students will emerge as forward-thinking digital strategists equipped to navigate the complexities of the digital landscape, deliver innovative solutions and drive sustainable success for organizations in the ever-evolving hospitality industry.

Sales and Distribution Strategies in Hospitality

This course systematically synthesizes sales theories, techniques, and strategies, integrating them into a cohesive, adaptive approach tailored for complex and dynamic market environments. The course encourages students to create new sales strategies and frameworks, pushing the boundaries of existing paradigms to adapt to changing buyer behaviors and market conditions.

Field Trip - Managing Service Excellence in Hospitality

The field trip is designed to achieve several key objectives. Firstly, it aims to provide students with practical exposure to real-world business environments, allowing them to apply theoretical concepts learned in the classroom to actual business settings. Secondly, the experience seeks to foster entrepreneurial thinking by immersing students in innovative and dynamic companies, where they can witness firsthand the strategies and practices that drive successful operations. Additionally, the field trip aims to enhance students' networking opportunities by facilitating interactions with industry professionals and entrepreneurs, creating valuable connections for future career prospects. The contents of the trip will include visits to a diverse range of businesses, discussions with successful entrepreneurs, and opportunities to analyze and present case studies relevant to their chosen area of study. Overall, the field trip is designed to enrich students' academic experience and prepare them for future leadership roles in the business world.

SEMESTER 2 – LEADING STRATEGIES TO SUCCESS

SEMESTER DESCRIPTOR

Goal: To develop advanced thinking and competencies required for senior management roles in hospitality organizations.

During this second semester, students will be exposed to greater complexity to develop the strategic thinking, organizational and people management skills required of senior leadership in volatile, uncertain and ambiguous situations. This may require integrating knowledge from several fields. Subjects include higher level management and business topics, research and project management.

COURSE OVERVIEWS

Advanced Revenue Optimization in Hospitality

Revenue management aims at optimizing the revenue (topline) performance and profitability of service firms such as hotels, airlines and more. Students will explore the advanced concepts of revenue optimization with a focus on major service companies (hospitality, events, transportation) in order to improve the total net revenue of companies. As a follow up to the "Revenue Management & Pricing Strategy" course in Semester 1, students will learn how to effectively use and apply revenue, pricing and distribution tactics on a daily basis.

People Management in a Global Environment

This course is designed to provide students with an understanding of the significance of people management for contemporary businesses operating in a dynamic global environment. It will draw on disciplines such as human resources, organizational behavior and talent management to provide students with the opportunity to develop and apply their practical people management skills in an international business context. Through discussing and critically analyzing both theoretical models and current practices, students will explore the global challenges faced by companies and managers in key areas of people management. Lectures are complemented by group discussions and individual assignments, in addition to practical applications that allow students to reflect on and evaluate current industry practice.



Hospitality Corporate Finance

The aim of this course is to provide students with the tools needed to understand the various investment decisions a corporation has to make within an international environment; and to assess their financial viability. Through the use of case studies, students will learn how to evaluate financial risk, analyze the different sources and costs of financing, and assess the value of a project. They will examine the use of derivative instruments to hedge the financial and operational risks a multinational corporation faces.

Critical Research Methodology in Business II

This course focuses on equipping students with advanced methodologies to conduct comprehensive research in the business domain. Students delve into cutting-edge techniques for gathering, analyzing, and interpreting data to inform strategic decision-making. The curriculum emphasizes a blend of quantitative and qualitative research methods, ensuring students develop a versatile skill set for addressing complex business challenges. Through practical applications and case studies, learners gain proficiency in designing and executing strategic research initiatives that contribute to informed and effective business strategies. This provides students with the necessary skills and knowledge to complete their research projects in semester 3 of their studies.

Hotel Asset Management and Concept Creation

A crucial role for today's senior hotel professionals is to enhance value for a hotel owner by understanding the business from their perspective. This course will introduce students to the industry's main stakeholders, its business models and the brand expansion strategies open to investors. Students will have the opportunity to create a differentiated hotel concept within a highly competitive marketplace.

Innovative Food & Beverage Strategies

This course will take students through the iterative process of building a business model for a next-generation food and beverage concept. It begins with the exploration of all potential types of revenue streams that tomorrow's operations should consider incorporating. The course further expands on considerations that need to be given towards sustainability, an expectation of the next generation of consumers, as well as an opportunity based on technological evolution. Future proofing measures will be assessed to anticipate possible operational disruptions impacting the business when confronted with crises in the future. Finally, students will be exposed to the various opportunities for securing and meeting the business model financial requirements.

Sustainability Essentials for Hospitality Managers

Environmental sustainability is now topping business agendas within the hospitality industry, while at the same time hospitality firms are assuming greater responsibility for helping solve complex social issues. Environmental and societal pressures have reached a tipping point and sustainable development is no longer considered a luxury but a necessity for long-term competitiveness and survival, particularly in an industry so highly dependent on human and natural resources. While highlighting the key risks and opportunities of sustainability for hospitality companies, this course will balance theory and practice with the contribution of hospitality professionals.

Luxury Brand Management

This course has been developed to introduce students to the concept of brand management in the context of international luxury hotel businesses. It looks specifically at elements of a brand and the strategies adopted to create and manage brands that are recognizable in various destinations but at the same time remain true to their personality. The course requires students to apply their knowledge of marketing management to ensure consistency of the brand and its relevance for the desired target market.

Leadership in Action

This course provides an immersive exploration of effective leadership strategies in contemporary professional settings. Focused on practical application, the course integrates theoretical frameworks with real-world scenarios to equip students with the skills needed to lead with impact. Participants will engage in case studies, simulations, and reflective exercises, fostering a deep understanding of leadership dynamics and honing the ability to navigate complex challenges. By the end of the course, students will emerge with a robust toolkit for successful leadership in diverse and dynamic environments.

Crisis Management in a Volatile Environment

This course is an immersive, multifaceted program focused on comprehensive crisis management for organizations. The course is not just about understanding crises but mastering the skills, tools, and strategies needed to navigate them effectively. A crisis can strike any organization due to unpredictable external factors such as natural disasters and market volatility or internal challenges such as management failures and operational disruptions. The course synthesizes critical theories, the latest research findings, and practical methodologies to prepare students for any crisis scenario, helping them transition from a reactive to a proactive managerial stance.



SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

SEMESTER DESCRIPTOR

Goal: To demonstrate the ability to independently plan, execute, and communicate an applied research project or to apply advanced professional skills within a six-month industry placement, reflecting readiness for future leadership roles.

STUDENTS MAY COMPLETE THIS SEMESTER THROUGH ONE OF TWO PATHWAYS:

1. Business Research Project (BRP)

Students who select the BRP will conduct an independent, academically grounded research project on a relevant hospitality, entrepreneurship, or innovation topic. This option develops students' ability to formulate research questions, apply appropriate methodologies, collect and analyse data, and synthesise actionable insights. The BRP strengthens advanced research literacy, critical thinking, project planning, and professional communication—key competencies for strategic and analytical roles.

2. Internship with Applied Research Report (ARR)

Students opting for a six-month internship will gain professional experience in an operational or strategic role, applying the skills and behaviours developed throughout the program. Alongside the internship, they produce an Applied Research Report addressing a real business challenge identified either during the placement or earlier in the programme. The ARR follows the same principles as the BRP but with a more concise scope, enabling students to demonstrate research capability while directly contributing to organisational value creation.

In both pathways, students build strong employability skills, including problem-solving, stakeholder communication, adaptive leadership, and the ability to apply evidence-based insights to real-world business contexts.



MSc in Luxury Management and Guest Experience

This program is taught in Switzerland only.

CONCEPT OF THE MASTER'S PROGRAM

The overall aim of the MSc program is to educate managers for the luxury industry, following the philosophies that underpin hospitality: sense of service, uncompromising excellence, attention to detail, leadership via service and humility, and creating unique customer experiences. The program introduces students to traditional and advanced business courses, with a focus on retail and omnichannel experience, digital and sustainable business. The students are immersed in practical and experiential learning through a field trip, company visits, workshops with businesses and the organization of the Luxury Event, which is worked on throughout the program. Teaching methods will be based on real-world case studies and projects before students embark on a six-month internship or business research project within the luxury sector.

GRADUATE PROFILE

Glion Master's graduates are global professionals specializing in luxury and guest experience, conjugating managerial and business skills with a hospitality attitude - namely sense of service, uncompromised excellence, attention to detail, leadership via service and humility, and a focus on the creation of unique luxury experiences. Graduates are able to find and critically process information from reliable sources to take responsible and sustainable decisions in a highly volatile, uncertain, complex and ambiguous environment. Graduates are also able to create value in the hyper-competitive luxury market. At the managerial level, graduates accept accountability in a responsible way, developing their own and other individuals' talents and transforming the working environment at operational and strategic levels based on local contexts.

LEARNING OUTCOMES

Upon graduation, students from the MSc program should be able to:

- Identify and leverage opportunities in the luxury sector by applying strategic thinking, guest-centric design, and creative problem-solving to craft elevated and meaningful products and experiences.
- Apply advanced business tools, agile methodologies, and design thinking to conceptualize and deliver sustainable, future-oriented luxury experiences in a complex and rapidly evolving global market.
- Demonstrate confident, collaborative, and influential leadership and communication skills that are essential for managing multicultural teams and driving innovation within high-touch, experience-driven luxury environments.
- Make responsible and ethical decisions that contribute to long-term brand equity and social value, grounded in critical reflection and a commitment to sustainability and inclusivity in the luxury guest experience.
- Continuously grow as a reflective and agile professional through experiential learning, constructive feedback, and a mindset attuned to change, cultural sensitivity, and the demands of a dynamic luxury landscape.

PROGRAM STRUCTURE

The MSc is a 1.5-year program of study divided into units of study called courses, each of which is assigned a specific number of credits. There are 45 US Carnegie credit units or 90 ECTS credits (Bologna European System) in the program of study and all courses or modules must be passed. All students are registered for an MSc in Luxury Management and Guest Experience.

PRE-SESSIONAL – HOSPITALITY IMMERSION PROGRAM (OPTIONAL)

Courses	ECTS Credits	US Credits
Hospitality Immersion Program	0	0
Total number of credits	0	0



SEMESTER 1 – LUXURY BUSINESS ENVIRONMENTS, MARKETING AND BRAND MANAGEMENT

Required Courses	ECTS Credits	US Credits
Critical Research Methodology in Business I	2	1
Intercultural Leadership	2	1
Economics and Sociology of Luxury	2	1
Effective Communication	2	1
Business Trends and Ultra-Luxury Travel Experiences	4	2
Luxury Fashion Design	2	1
Building Brand Equity in Luxury	4	2
Digital Transformation Data and AI Strategy	4	2
Marketing in the Luxury Industry	2	1
Service Culture and Operational Excellence	2	1
Design Thinking	2	1
Field Trip	2	1
Total number of credits	30	15

SEMESTER 2 – LUXURY EXPERIENCE AND INNOVATION AND STRATEGIES AND BUSINESS MODELS

Required Courses	ECTS Credits	US Credits
Sustainable Luxury and Design	2	1
High Gastronomy and Fine Dining	2	1
Impactful Design for Luxury Spaces	2	1
Retail Management	4	2
Strategic Management of Luxury Brands	2	1
Talent Management	2	1
Corporate Finance and Value Creation	6	3
Legal Environment of the Luxury Industries	2	1
Behavioral Aspects of Customer Engagement	2	1
Critical Research Methodology in Business II	2	1
Luxury Event	4	2
Total number of credits	30	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	ECTS Credits	US Credits
Internship with Applied Research Report or Business Research Project	30	15
Total number of credits	30	15



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

DESCRIPTOR

Goal: To practice operational skills and develop the art of hospitality excellence.

During these four weeks of intense industry practicum, the teaching and learning is designed to provide students with practical skills in a real-life simulated boutique hotel environment. The Hospitality Immersion Program consists of kitchen, restaurant, front desk and rooms division operations and associated theory.

Upon successful completion of the course, students should be able to understand the excellence required in hotel operational departments and apply practical and professional competencies.

COURSE OVERVIEWS

Hospitality Immersion Program

This course allows students to acquire the operational skills, knowledge and abilities fundamental to performing tasks and duties within the different hotel departments, such as: Rooms Division, Food and Beverage and Front Office. This practical work will foster the development of lifelong qualities that include professional appearance and behavior, functional skills and personal and social skills. Demonstrations and simulations performed by the students in the different sectors of a hotel will help familiarize them with professional working techniques and communication in a multicultural environment.

SEMESTER 1 – LUXURY BUSINESS ENVIRONMENTS, MARKETING AND BRAND MANAGEMENT

SEMESTER DESCRIPTOR

Goal: To develop professional management and business capabilities in a specialized luxury context.

In this semester, students will be taught to think critically through immersion in the core concepts and business scenarios related to the luxury industry and at the forefront of knowledge. Students are expected to develop and demonstrate the high levels of responsibility and autonomy required of industry managers and will immediately acquire a highly specialized knowledge in the field. Subjects include Economy and Sociology of Luxury, Business Trends in Luxury Hotels, Resorts and Events, Gastronomy Universe, Fine Wines and Spirits, Ultra-Luxury Travel and Experiences, Luxury Fashion Design, Building Brand Equity, Experiential Economics, Data Analytics and Digital Transformation, plus Digital Marketing in the Luxury Industry. The Intercultural Leadership class will take place in this semester to get students comfortable with living and working in a multicultural environment. During the field trip, students will put their knowledge to the test in a real-world context. They also have the opportunity to learn through experience, because the important elements of luxury – such as taste, touch and craftsmanship – are impossible to acquire in class.

COURSE OVERVIEWS

Critical Research Methodology in Business I

Research is the backbone of successful problem-solving, decision-making, and strategic planning under uncertainty. Effective research requires gathering new information to develop novel insights and theories, while interrogating one's own biases. This course, spanning two semesters, will develop students' skills for understanding problems, asking key questions, refining research issues, generating hypotheses, choosing research methods and tools, working with data, and persuasively communicating findings. Students will gain knowledge about deductive, inductive, and abductive research processes, developing proficiency in multiple ways of knowing. Cultivating a healthy skeptical attitude regarding assumptions and claims will also be emphasized.

Intercultural Leadership

Management in a globalized business requires a deep understanding of multinational globalized contexts where remote (transnational, virtual, global) teams are the 'norm' and where exponential technological advances require adaptive cross-cultural communication techniques. Students in this course will learn the significance of cultural differences in everyday work life, expressed through different behaviors and practices. They will also develop leadership skills via enhanced self-awareness and increased sensitivity, curiosity and knowledge of cultures, as well as their own cultural assumptions, biases and implicit preferences. At the end of the course, they will be able to recognize different norms and practices of intercultural communication.



Economics and Sociology of Luxury

This course will provide students with different theoretical frameworks in economics and sociology as they analyze the main characteristics of luxury products and services as economic goods. They will also explore the production and consumption of luxury goods and services and their close relationship with creativity and innovation. The course will additionally provide an overview of the connections between creativity, economic growth and social change, together with social class and status dynamics in society and in markets. Furthermore, the course prepares students for the field trip by providing the required theoretical background that will enable participants to maximize the outcomes of this experiential learning opportunity.

Effective Communication

This course focuses on the importance communication has in our professional and personal lives. The coursework aims to increase awareness of the impact our way of communicating can have on different kinds of people (stakeholders, clients, colleagues) who have different drivers and come from diverse cultural backgrounds. Students will learn the theoretical and practical implications of communication skills, how to communicate with presence and how to adapt their skills when dealing with people who have a different personal preference or cultural background. Students will critically appraise different audience profiles and practice their recently acquired communication skills in a training environment before entering the job market.

Business Trends and Ultra-Luxury Travel Experiences

The aim of this course is to immerse the students in luxury hospitality travel models with a focus on customer engagement through emotional and experiential engineering. Students will develop analytical skills by examining customer journey maps, touchpoints and micro-concepts to distinguish luxury from ultra-luxury travel. Case studies will enhance students' ability to challenge the status quo and to develop the ability to critically appraise, transfer and apply best in-class learning. Product and service will be explored to develop a differentiation strategy for an ultra-luxury hotel.

Luxury Fashion Design

This course will focus on the luxury side of fashion, a world closely connected with other sectors of the luxury industries (for example, leather goods and accessories, perfumes, watches and jewelry). Students will explore fashions and receive a brief overview of the history of the fashion system born in Paris at the end of the 19th century. The course will focus on luxury fashion design as a form of production and diffusion of innovation that reverses marketing principles. Particular attention will be paid to the role played by luxury fashion design in fostering innovation and trends and in building value within the overall fashion system. The importance and the historical development of fashion designers and their role in building the value of luxury fashion will also be explored.

Building Brand Equity in Luxury

In this course, students study the foundations of a luxury brand: its legitimacy, consistency and creativity and the fundamentals of a luxury brand strategy. It specifically focuses on analyzing the key elements and facets of the brand's identity and how these are expressed through marketing communication, the brand's environment and its behavior. The course also examines the strategic importance of luxury brands – for the company and society – and relevance in building brand equity. It additionally covers how value is created and maintained by managing a brand through its lifecycle and adhering to the principles of luxury branding and marketing.

Digital Transformation Data and AI Strategy

The course aims to explore the concept of digital transformation and its impact on the luxury sector. Big data systems and the opportunities and challenges posed by such systems will be examined. Architectural solutions will be investigated with a focus on how they may be used in the luxury sector for analytics and data processing. The course will also introduce the strategic role of Artificial Intelligence, including machine learning, generative AI and automation, and evaluate how these technologies enable personalisation, operational optimisation and enhanced guest experiences in luxury contexts.

Marketing in the Luxury Industry

The luxury industry operates on a unique marketing logic centered around exclusivity, heritage, and emotional value. This course offers a comprehensive overview of luxury marketing, covering both traditional and digital strategies. It explores how luxury brands position themselves, communicate with niche audiences, and create exceptional customer experiences across fashion, hospitality, jewelry, cosmetics, and more. Participants will gain the strategic insight and practical tools needed to thrive in the competitive world of luxury brand management.



Service Culture and Operational Excellence

The aim of this course is for students to explore what successful companies do to engage their employees to achieve customer service excellence and how they strategically align all aspects of an organization to lead to outstanding service. Students will analyze what 'service culture' means and investigate how to achieve a high customer service level through genuine service and operational excellence. Students will focus on how product and service delivery are engineered to provide an exceptional service experience and on how authentic customer engagement is increased, leading to increased revenues. They will relate themes such as customer journey, team training, service design and execution to contemporary, industry-based examples to create the link between course content, service culture and real-world operational performance.

Design Thinking

This course will be based on the 'Stanford School' model for design thinking. This methodology seeks to answer the question of how to develop solutions that best satisfy the needs of end users with what is feasible, what the company strategy is and how to convert this into added value for the stakeholders. The course will engage students in the design thinking process and problems that may arise. Design methodologies can be considered as the interconnection between creativity and innovation through the generation of innovative ideas proposing real value.

Field Trip

The experiential journey is at the heart of our educational philosophy. The field trip is a real research journey, allowing the students to experience in-depth topics vital to luxury industries. In particular, the trip will explore the importance of coupling heritage and tradition with creativity and innovation, as well as its connection with the creation of economic value for countries. During the trip, students will be encouraged to use all their five senses to fully appreciate the quality of luxury products and services and will get the opportunity to experience and apply what they have learned in class (for example, gastronomy, luxury fashion design, operational excellence, guest experience). Company visits and recruitment opportunities will form part of the journey.

SEMESTER 2 – LUXURY EXPERIENCE AND INNOVATION AND STRATEGIES AND BUSINESS MODELS

SEMESTER DESCRIPTOR

Goal: To develop advanced thinking and competencies required for senior management roles in leading luxury companies.

During this second semester, students will be exposed to the 'hardware' of business education and managerial knowledge to develop the strategic thinking, organizational and people management skills required of senior leadership in volatile, uncertain and ambiguous situations. This will require integrating knowledge from several fields and contributing original and innovative thinking to problem solving and decision making. Courses cover higher level management and business subjects, such as Strategic Management of Luxury Brands, Talent Management, Corporate Finance and Value Creation, Business Models Research and Project Management. Students will nurture their critical skills as well as advanced knowledge in business and managerial disciplines and will have the chance to use the specific knowledge about luxury they acquired during the first semester.

COURSE OVERVIEWS

Sustainable Luxury and Design

The course provides students with a critical understanding of the non-negotiable needs and future developments on the topic of Corporate Social Responsibility (CSR) in luxury industries and, in particular, in luxury fashion and design. Students will critically analyze different business practices in sustainability to learn as consumers and future managers how to face the challenge successfully. The need for more sustainability in luxury and design across all its sectors and segments is linked to both supply and demand drivers. On the supply side, CSR was integrated into company strategies and led to the creation of dedicated departments and start-ups where sustainability is part of their DNA. Demand is strongly driven by LOHAS (Lifestyle of Health and Sustainability) consumers, who are taking buying decisions based on aesthetics.

Impactful Design for Retail and Hospitality

This course focuses on understanding how design principles contribute to transforming retail and hospitality spaces in the luxury segment. Students will understand the basic functions of retail store operations and desired customer experience when envisioning innovative design. They will also examine contemporary hospitality concepts from a design perspective in connection with desired service promises.



Retail Management

Retail management covers many fields of general management because, while the main responsibility of a store manager is to maximize profit, he/she must also ensure the commercialization of a brand's products and services and take good care of the brand image, which is made directly available and materialized in the store for the customer experience. This course covers areas such as market trends, operations, supply chain and human resource management, merchandising and digital technologies – in particular in the light of an integrated omnichannel perspective – as well as customer relationship management (CRM) and operational marketing and branding. In contemporary retail, particular attention is paid to the creation of an immersive guest experience. This course is therefore not only about the management of the retailing mix but is also focused on the creation of an integrated 'phygital' guest experience for omnichannel retail in the luxury industries.

Strategic Management of Luxury Brands

This course equips participants with the analytical skills and strategic tools needed to craft and implement effective business strategies within the luxury sector. Emphasis is placed on understanding and applying key financial indicators, performance metrics, and organizational frameworks that support long-term success. From defining a compelling vision to setting measurable objectives, the course guides learners through the strategic planning process, enabling them to critically assess business performance and align operations with the unique demands of luxury markets.

Talent Management

In a changing world, companies need an integrated approach to attracting, developing, engaging and retaining critical talent to anticipate upcoming needs and challenges. This is even more true for the luxury industry, based as it is both on heritage and tradition as well as creativity and innovation. Luxury companies must therefore focus more than other companies on developing employee talent, supporting the continuous development of knowledge, innovation and creativity and ensuring the transmission of their heritage and craft-based processes. They also need to be actively engaged in ensuring work/life balance and lifelong personal development. In this course, students will learn strategies and techniques for successful talent management in luxury companies.

Corporate Finance and Value Creation

This course aims at familiarizing students with the concepts of financial decision making, with an emphasis on luxury conglomerates. It will review the theory and practice of capital budgeting decisions and shareholder value creation. The time value of money, net present value and corporate valuation concepts will be defined and applied to case studies on financial decision-making within the luxury industry. Students will analyze financial statements and company reports to assess the financial strategy, the business model and the profitability of their operations.

Legal Environment of the Luxury Industries

This course explores the legal environments in global luxury industries. The importance of Intellectual Property (IP) rights will be reviewed based on disruptive innovation, including gastronomy and food, luxury fashion design and ethics, with a specific focus on counterfeits and mass production in developing countries. Infringement, enforcement and licensing of IP based on imports and exports will form the basis of this course. Students will critically evaluate and apply the principles of IP to minimize risk, create value, attain core business objectives, identify and resolve legal issues and effectively handle legal disputes.

Behavioral Aspects of Customer Engagement

This course focuses on the luxury market and its impact on new levels of customer experience touchpoints, online and offline. Part of the course is dedicated to selling ceremony analysis, having a customer-centric approach at heart and the role played by CRM (also covered during the course) in the journey. Particular emphasis is given to behavioral aspects of customer engagement, when students will learn how to apply some 'Neuromarketing' and 'Behavioral Economics' principles to the analysis of the relationship between consumers and luxury brands.

High Gastronomy and Fine Dining

The aim of this course is for students to take a deep dive into the universe of ultra-fine dining. Students will gain an understanding of the rationale behind different business models and critically assess what sets them apart from various product and concept perspectives. They will compare global product strategies, visions, design features, technological advances and financial performances in the context of their local culture and market environment. Customer journey maps, touchpoints and microconcepts will be explored through primary research.



Critical Research Methodology in Business II

This course focuses on equipping students with advanced methodologies to conduct comprehensive research in the business domain. Students delve into cutting-edge techniques for gathering, analyzing, and interpreting data to inform strategic decision-making. The curriculum emphasizes a blend of quantitative and qualitative research methods, ensuring students develop a versatile skill set for addressing complex business challenges. Through practical applications and case studies, learners gain proficiency in designing and executing strategic research initiatives that contribute to informed and effective business strategies. This provides students with the necessary skills and knowledge to complete their research projects in semester 3 of their studies.

Luxury Event

In this course, in which they will learn to evaluate the principles of event management for a luxury company, students will be asked to produce a real-life luxury branded event. They will be actively engaged in the design, planning, promotion, delivery and dissemination of an event in a professional setting and will then be able to critically assess the success factors of luxury events and provide effective dissemination of the event organized. The choice of the appropriate location for the event can represent the goal of a dedicated learning journey.

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

SEMESTER DESCRIPTOR

Goal: To demonstrate the ability to independently plan, execute, and communicate an applied research project or to apply advanced professional skills within a six-month industry placement, reflecting readiness for future leadership roles.

STUDENTS MAY COMPLETE THIS SEMESTER THROUGH ONE OF TWO PATHWAYS:

1. Business Research Project (BRP)

Students who select the BRP will conduct an independent, academically grounded research project on a relevant hospitality, entrepreneurship, or innovation topic. This option develops students' ability to formulate research questions, apply appropriate methodologies, collect and analyse data, and synthesise actionable insights. The BRP strengthens advanced research literacy, critical thinking, project planning, and professional communication—key competencies for strategic and analytical roles.

2. Internship with Applied Research Report (ARR)

Students opting for a six-month internship will gain professional experience in an operational or strategic role, applying the skills and behaviours developed throughout the program. Alongside the internship, they produce an Applied Research Report addressing a real business challenge identified either during the placement or earlier in the programme. The ARR follows the same principles as the BRP but with a more concise scope, enabling students to demonstrate research capability while directly contributing to organisational value creation.

In both pathways, students build strong employability skills, including problem-solving, stakeholder communication, adaptive leadership, and the ability to apply evidence-based insights to real-world business contexts.



MSc in Hospitality, Entrepreneurship and Innovation

This program is taught in Switzerland only.

CONCEPT OF THE MASTER'S PROGRAM

The overall aim of this MSc program is to shape the future of students in the hospitality and services industries with a clear focus on smart technology, meaningful experience, innovation process design and the sharing economy. Through this program, students will become equipped with the skills and tools necessary to innovate the customer experience, create new processes, push for digitalization and business transformation and revolutionize the hospitality industry. The uniqueness of this program is demonstrated by combining the hospitality knowledge of experienced Glion faculty with the entrepreneurship and innovation of industry experts.

GRADUATE PROFILE

Glion Master's graduates are hospitality-based professionals specializing in entrepreneurship and innovation. They will focus on the development of meaningful customer experiences and the creation of products and processes that add value to new or existing environments. Graduates adopt transformative and revolutionary approaches and make informed, responsible decisions in today's highly complex and rapidly evolving environment. At the managerial level, graduates take initiatives and accept accountability at operational and strategic levels in local and global contexts.

LEARNING OUTCOMES

Upon graduation, students from the MSc program should be able to:

- *Identify and seize emerging opportunities in hospitality and business by applying entrepreneurial thinking, customer-centered design, and creative problem-solving.*
- *Use cutting edge and relevant business tools, agile methodologies, and design thinking to prototype and implement sustainable, future-focused solutions in complex and volatile environments.*
- *Make responsible and ethical decisions that create social value, guided by critical reflection and a commitment to sustainability and equity in hospitality innovation.*
- *Continuously develop as a reflective and adaptive professional through experiential learning, feedback and a growth mindset that embraces change and complexity.*

PROGRAM STRUCTURE

The MSc is a 1.5-year program of study divided into units of study called courses, each of which is assigned a specific number of credits. There are 45 US Carnegie credit units or 90 ECTS credits (Bologna European system) in the program of study and all courses or modules must be passed. All students are registered for an MSc in Hospitality, Entrepreneurship and Innovation.

PRE-SESSIONAL – HOSPITALITY IMMERSION PROGRAM (OPTIONAL)

Courses	ECTS Credits	US Credits
Hospitality Immersion Program	0	0
Total number of credits	0	0



SEMESTER 1 – FOUNDATIONS FOR HOSPITALITY ENTREPRENEURSHIP AND STRATEGIC LEADERSHIP

Required Courses	ECTS Credits	US Credits
Critical Research Methodology in Business I	2	1
Trends, Disruptive Models and Entrepreneurial Mindset	2	1
Smart Hospitality Operations and Value Delivery	4	2
Strategic F&B Operations and Value Delivery	4	2
Intercultural Leadership, Team Building and Management	2	1
Experience Design in Hospitality	4	2
Business Model Design	2	1
Platform and Ecosystem Management	2	1
Innovation Strategy in the Global Environment	4	2
Protecting Your Brand and Your Business	2	1
Field Trip	2	1
Total number of credits	30	15

SEMESTER 2 – DESIGNING, SCALING AND LEADING FUTURE-READY BUSINESSES

Required Courses	ECTS Credits	US Credits
Project Lifecycle for New Business Launches	2	1
Talent Management	2	1
AI in Hospitality, Entrepreneurship and Innovation	2	1
Sales and Contract Negotiation	2	1
Revenue Management and Digital Distribution Strategy	4	2
Digital Technologies in the Hospitality Industry	2	1
Strategic Marketing & Brand Value Creation	2	1
Fundraising and Financial Strategies	4	2
Family and Small Businesses	2	1
Sustainability and Entrepreneurship	2	1
Critical Research Methodology in Business II	2	1
Strategic Hospitality Innovation Project	4	2
Total number of credits	30	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	ECTS Credits	US Credits
Internship with Applied Research Report or Business Research Project	30	15
Total number of credits	30	15



Semester descriptors and course overviews

PRE-SESSIONAL: HOSPITALITY IMMERSION PROGRAM

DESCRIPTOR

Goal: To practice hospitality operational skills and develop the art of hospitality excellence.

During these four weeks of intense industry practicum, the teaching and learning is designed to provide students with practical skills within a real-life simulated boutique hotel environment. The Hospitality Immersion Program consists of kitchen, restaurant, front desk, rooms division and operations, and associated theory.

Upon successful completion of the course, students should be able to understand the excellence required in hotel operational departments and apply practical and professional competencies.

COURSE OVERVIEWS

Hospitality Immersion Program

This course allows students to acquire the operational skills, knowledge and abilities which are fundamental to performing tasks and duties within the different hotel departments, such as: Rooms Division, Food and Beverage Departments and Front Office. This practical work will foster the development of lifelong skills to include professional appearance and behavior, functional skills, and personal and social skills. Demonstrations and simulations performed by the students in the different sectors of a hotel will help familiarize them with professional working techniques and communication in a multicultural environment.

SEMESTER 1 – FOUNDATIONS FOR HOSPITALITY ENTREPRENEURSHIP AND STRATEGIC LEADERSHIP

SEMESTER DESCRIPTOR

Goal: To develop professional management and business capabilities within the context of creativity, innovation, critical thinking, entrepreneurial spirit and hospitality.

In this semester, students will learn what the hospitality industry is, its challenges and its future issues. They will acquire the abilities, methodologies and concepts required to create value-adding, innovative products and services for the market with a focus on the hospitality industry. Nowadays, the hospitality industry should be more connected, ecofriendly and personalized (mass standardization is over): consumers have new habits and they prefer emotional experiences rather than a simple stay. To overcome these challenges, students will create new products and services with innovative business models. For instance, blockchain for digital payments, use of mobile devices to access the rooms, plus virtual reality to immerse potential clients in the hospitality experience. The first semester focuses on the contribution of entrepreneurship and innovation to the new trends of hospitality. Students will focus on design thinking, lean startups, traction methods, strategic partnerships and ecosystems' management, governance and strategy.

COURSE OVERVIEWS

Critical Research Methodology in Business I

Research is the backbone of successful problem-solving, decision-making, and strategic planning under uncertainty. Effective research requires gathering new information to develop novel insights and theories, while interrogating one's own biases. This course, spanning two semesters, will develop students' skills for understanding problems, asking key questions, refining research issues, generating hypotheses, choosing research methods and tools, working with data, and persuasively communicating findings. Students will gain knowledge about deductive, inductive, and abductive research processes, developing proficiency in multiple ways of knowing. Cultivating a healthy skeptical attitude regarding assumptions and claims will also be emphasized.

Trends, Disruptive Models and Entrepreneurial Mindset

This course will provide an in-depth insight into the growth factors and trends of customer behavior and will address cutting-edge business models in the hospitality industry. Together, these elements enable an informed view of the current hospitality landscape and the ability to forecast future moves. Students will adopt an entrepreneurial mindset to address the real-world challenges of today and will develop the skills needed to identify and assess opportunities.



Smart Hospitality Operations and Value Delivery

This course explores how modern hospitality operations can be designed and optimized to deliver value in a rapidly changing service landscape. Students will examine how operational excellence, digital tools, and customer-centric systems interact to support profitability, resilience, and strategic differentiation. The course combines theoretical foundations with experiential demonstrations, service walkthroughs, and data-driven decision-making using tools like scenario planning, and KPI mapping. It culminates in a service design sprint where students reimagine an operation for the future.

Intercultural Leadership, Team Building and Management

This course empowers students to lead with intention in complex, innovation-driven hospitality environments. Students explore their own leadership mindsets and learn to lead with empathy, purpose, and agility. Through simulations, diagnostics, and self-reflection, students develop critical interpersonal and team leadership skills grounded in ethics, emotional intelligence, and intercultural fluency. The course emphasizes self-leadership and inclusive team dynamics as essential for entrepreneurial innovation and adaptive collaboration in diverse contexts. Students develop the capacity to understand, adapt to, and lead across cultural differences, building cultural intelligence, communication skills, and leadership tools through theory, real-world examples, and interactive learning.

Experience Design in Hospitality

This course immerses students in the principles and practices of designing innovative, customer-centered experiences within the hospitality sector. Using methodologies such as design thinking, rapid prototyping, customer empathy, simplicity, and innovation, students learn to create impactful, memorable hospitality experiences. The course emphasizes real-world application, enabling students to lead with empathy, adapt to changing markets, and integrate global insights with curiosity and professionalism.

Business Model Design

This course aims to provide students with experiential learning, which demonstrates how startups and new ventures are created. Management tools built around a business model will be applied. During the course, students will learn how to identify a business idea and how to put it into practice. They will work in teams on a real start-up project and will present their customer experience discovery.

Platform and Ecosystem Management

This course considers ecosystem management from two main standpoints: the first one is the identification and management of partnerships to gain sustainable competitive advantages; the second considers (digital) platforms as creators of peculiar ecosystems and investigates the dynamics that link users, complementors and platforms. The students will consider both standpoints from a strategic management and an innovation management perspective, as well as exploring case studies from the hospitality industry and from other industries that have inspired ecosystems in hospitality.

Strategic F&B Operations and Value Delivery

This course explores how modern F&B operations can be designed and managed to drive customer satisfaction, value creation, and strategic alignment. Students will critically evaluate the interdependencies between customer experience, menu design, production systems and service quality, while also considering innovation, sustainability, nutritional and ethical value delivery. Beyond traditional efficiency models, the course challenges students to rethink F&B experiences from the perspectives of customer insight, employee well-being, and long-term value generation; essential capabilities for future-ready hospitality leaders.

Innovation Strategy in the Global Environment

This course provides students with the tools and frameworks to design and evaluate innovation strategies within global and corporate hospitality environments. It explores how businesses craft strategies that balance innovation, long-term value creation, governance responsibilities, and adaptability in uncertain contexts. Students will examine various corporate and innovation strategy models, governance structures, and foresight approaches to lead innovation responsibly and effectively. Emphasis is placed on aligning business models with sustainability goals, ethical leadership, and global market dynamics.

Protecting Your Brand and Your Business

This course will cover the legal environment of a hospitality start-up creation. In particular, it will look at the foundations of the international trademark, patent and copyright systems – and their remedies – and how to infuse the right mix of intellectual property protections in the student's venture. The course provides students with a practical understanding of legal issues they may face when setting up and protecting their own brand and business in foreign and competitive markets.



Field Trip

The field trip is designed to achieve several key objectives. Firstly, it aims to provide students with practical exposure to real-world business environments, allowing them to apply theoretical concepts learned in the classroom to actual business settings. Secondly, the experience seeks to foster entrepreneurial thinking by immersing students in innovative and dynamic companies, where they can witness firsthand the strategies and practices that drive successful ventures. Additionally, the field trip aims to enhance students' networking opportunities by facilitating interactions with industry professionals and entrepreneurs, creating valuable connections for future career prospects. The contents of the trip will include visits to a diverse range of businesses, discussions with successful entrepreneurs, and opportunities to analyze and present case studies relevant to their chosen area of study. Overall, the field trip is designed to enrich students' academic experience and prepare them for future leadership roles in the business world.

SEMESTER 2 – DESIGNING, SCALING AND LEADING FUTURE-READY BUSINESSES

SEMESTER DESCRIPTOR

Goal: To develop the advanced thinking and competencies required to deliver value for customers and implement an innovation strategy.

The second semester is dedicated to delivering value to customers, capturing value and scaling a business. Students will focus on digitalization and go-to-market, sales and marketing, revenue management and digital technologies, with a deep dive into financial lifecycle and funding.

COURSE OVERVIEWS:

Project Life Cycle for New Business Launches

This practical course will explore the project management stages of the new business launch process. These new businesses could be start-ups, tech companies, wineries, organic farms, hotels, restaurants, takeaways, alternative lodging facilities, etc. Students will be required to analyze the project life cycle for new businesses with an emphasis on product and service innovation. Students will explore a methodology on how to define, set-up, plan and execute an innovation project from its origin to completion.

Talent Management

Entrepreneurs in the field of hospitality are increasingly expected to master the art of attracting, developing, engaging and retaining critical talent. This is especially the case in a sector presenting high levels of turnover characterized by fierce competition and vulnerability to the socioeconomic environment. By the end of this course, participants will be prepared to navigate the intricate world of talent management within the hospitality industry. The course aims at providing aspiring entrepreneurs with the tools to attract, develop and retain key talent. By combining theoretical knowledge with practical application, students will develop a deep understanding of key trends affecting talent management and will be able to evaluate the effectiveness of various talent management strategies.

Strategic Hospitality Innovation Project

This applied course immerses students in a real-world hospitality innovation consulting project in collaboration with an industry sponsor. Working in small teams, students act as entrepreneurial consultants tasked with solving a complex business challenge—ranging from launching a new concept to repositioning a hospitality offering. The course blends customer-centered design, market analysis, and strategic ideation, guided by faculty with extensive consultancy backgrounds and supported by real project sponsors (e.g. Glion alumni). Students will work in teams, applying frameworks from entrepreneurship, service design, and innovation strategy to propose actionable solutions for the project sponsor. The course emphasizes customer insight, creative ideation, and strategic feasibility, bridging academic rigor and professional consulting experience. Each semester may feature a different sponsor and challenge.

AI in Hospitality, Entrepreneurship and Innovation

This course immerses students in the practical and strategic dimensions of artificial intelligence, equipping them with tools to explore, create, and critically engage with advanced AI systems in hospitality, entrepreneurship, and innovation. Emphasizing both theory and action, the course navigates how AI reshapes creativity, problem-solving, and digital innovation. Through hands-on experiments, students will learn to interact with large language models (LLMs), generate synthetic media, and evaluate the ethical consequences of AI-driven systems in various professional settings.

Sales and Contract Negotiation

The art of selling and upselling plays a crucial role in the hospitality sector and has a large impact on the customer experience. During this course, students will acquire the tools and skills needed for successful contract negotiations. A particular focus will be given to preparing the negotiation strategy (stakeholder mapping and planning for a deal). Students will analyze a variety of contracts and practice hands-on negotiation dynamics in an intercultural context.



Revenue Management and Digital Distribution Strategy

Advances in economics, statistics, operations research and information technology have allowed service industries to take a sophisticated, detailed and intensely operational – as well as strategic – approach to making demand management decisions. This course will enable students to take optimal decisions and improve revenue and bottom-line performance. It will concentrate on the strategies service firms adopt in the face of the increased disintermediation of traditional distribution channels and evaluate solutions for channel choice decisions and pricing over multiple digital distribution channels.

Digital Technologies in the Hospitality Industry

Technology plays a hugely important role in today's business environment and understanding its stakes and purpose is essential. Today, the terms artificial intelligence, blockchain and cloud computing are widely used and misused. The aim of this course is to help students understand the concepts behind these technologies. During the course, students will gain the necessary skills, tools and vocabulary to enable them to communicate and work with people developing such technological components within a hospitality context.

Strategic Marketing and Brand Value Creation

This course introduces students to the strategic role of marketing and branding in creating value and driving innovation in hospitality, travel, and lifestyle sectors. While grounded in core marketing principles, the course emphasizes brand storytelling, data-informed strategy, ethical decision-making, and customer experience design across the full journey. Students will examine how brand positioning, digital platforms, customer insight, and marketing metrics converge to shape powerful hospitality experiences. Through a blend of case study analysis, data tools, and a brand strategy challenge, students will strengthen their ability to design and communicate actionable marketing solutions that align with organizational purpose, guest expectations, and responsible brand leadership.

Fundraising and Financial Strategies

This course will provide students with the fundamental tools and skills to finance start-ups and leverage investment. Students will evaluate the various funding options for start-ups to enable successful selection based on business need. Business plan writing tools will also be explored to help students devise negotiation strategies, secure bullet-proof successful growth and build appropriate exit strategies.

Family and Small Businesses

This course aims to provide an overview of current family business and small business sectors. Students will evaluate and develop a diagnostic approach to the essentials and challenges of running and growing such businesses.

Sustainability and Entrepreneurship

This course focuses on the importance of environmental and social corporate governance to make a business sustainable and resilient in the long term. Students will first examine the science of planetary boundaries, with a focus on climate change, biodiversity, food and health and other Sustainable Development Goals (SDGs). Students will then consider the evolving SDG landscape and how the new regulations as well as stakeholder engagement may impact corporate decisions. They will also learn how to tackle a practical sustainability challenge by getting support, advice and feedback from others through group learning and peer-to-peer coaching. Students will develop a sustainable business plan for their company that takes into account the role of multiple stakeholders, including employees, customers, contractors and other key players who may influence positively or negatively the systemic transformation of their business practice. Students will also explore the key leadership skills and techniques necessary to develop their own resilience and that of their teams.

Critical Research Methodology in Business II

This course focuses on equipping students with advanced methodologies to conduct comprehensive research in the business domain. Students delve into cutting-edge techniques for gathering, analyzing, and interpreting data to inform strategic decision-making. The curriculum emphasizes a blend of quantitative and qualitative research methods, ensuring students develop a versatile skill set for addressing complex business challenges. Through practical applications and case studies, learners gain proficiency in designing and executing strategic research initiatives that contribute to informed and effective business strategies. This provides students with the necessary skills and knowledge to complete their research projects in semester 3 of their studies.



SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

SEMESTER DESCRIPTOR

Goal: To demonstrate the ability to independently plan, execute, and communicate an applied research project or to apply advanced professional skills within a six-month industry placement, reflecting readiness for future leadership roles.

STUDENTS MAY COMPLETE THIS SEMESTER THROUGH ONE OF TWO PATHWAYS:

1. Business Research Project (BRP)

Students who select the BRP will conduct an independent, academically grounded research project on a relevant hospitality, entrepreneurship, or innovation topic. This option develops students' ability to formulate research questions, apply appropriate methodologies, collect and analyse data, and synthesise actionable insights. The BRP strengthens advanced research literacy, critical thinking, project planning, and professional communication—key competencies for strategic and analytical roles.

2. Internship with Applied Research Report (ARR)

Students opting for a six-month internship will gain professional experience in an operational or strategic role, applying the skills and behaviours developed throughout the program. Alongside the internship, they produce an Applied Research Report addressing a real business challenge identified either during the placement or earlier in the programme. The ARR follows the same principles as the BRP but with a more concise scope, enabling students to demonstrate research capability while directly contributing to organisational value creation.

In both pathways, students build strong employability skills, including problem-solving, stakeholder communication, adaptive leadership, and the ability to apply evidence-based insights to real-world business contexts.



MSc in Real Estate, Finance and Hotel Development

This program is taught in the UK.

CONCEPT OF THE MASTER'S PROGRAM

The overall aim of the MSc program is to prepare students for accelerated careers in hospitality, real estate and financial services companies. The students will build upon prior education and experiences to further develop their analytical and managerial skills to meet the requirements of a demanding finance sector. Teaching and learning include transformative, didactic, experiential, student-focused, industry-based and technology supported approaches.

GRADUATE PROFILE

Glion Master's graduates are students with a background in hospitality management, finance and real estate. They will be able to analyze and compare real estate investment opportunities, apply technical proficiency with the industry's analytical tools, and demonstrate the methodologies and skills necessary to deliver a hotel development or asset management real estate project. Graduates adopt transformative approaches and make informed, customer-centered decisions in today's highly complex and rapidly evolving environment. At the managerial level, graduates take initiative and accept accountability at operational and strategic levels in local and global contexts.

LEARNING OUTCOMES

Students upon graduation from the MSc program should be able to:

- *Demonstrate an in-depth understanding of the international hospitality and real estate industries, combined with specialized financial skills that enable students to lead and execute hotel development projects, consulting assignments and investor mandates successfully.*
- *Generate innovative development or alternative fund projects across real estate asset classes to address the variety of investors' needs by analyzing complex, unpredictable and volatile real estate and capital markets.*
- *Provide and execute customized development and asset management solutions for a specific real estate project by assessing the value creation chain and the financial challenges in the hospitality real estate industry.*
- *Demonstrate confident, collaborative, and influential communication and leadership skills, essential for bringing all stakeholders in a project together through driving innovation and managing diverse teams.*
- *Make responsible and ethical decisions that create financial as well as social value, guided by critical reflection and a commitment to equity and sustainability in hospitality development and asset management.*
- *Continuously develop as a reflective and adaptive professional through experiential learning, feedback and a growth mindset that embraces change and complexity.*

PROGRAM STRUCTURE

The MSc program is a 1.5-year program of study divided into units of study called courses, each of which is assigned a specific number of credits. There are 45 US Carnegie credit units or 90 ECTS credits (Bologna European system) in the program of study and all courses or modules must be passed. All students are registered for an MSc in Real Estate, Finance and Hotel Development.



SEMESTER 1 – INTERNATIONAL HOTEL DEVELOPMENT AND ASSET MANAGEMENT AND REAL ESTATE INVESTMENT PART I

Required Courses	ECTS Credits	US Credits
Critical Research Methodology in Business I	2	1
Hospitality Business Trends & Strategies	2	1
Hospitality Financial Analysis & Performance	4	2
Global Hotel & Resort Development	4	2
Hotel Asset Management	2	1
Negotiating Hotel Management Contracts	2	1
Global Real Estate Markets	2	1
Real Estate Finance Principles	4	2
Real Estate Valuation Methods	4	2
Institutional Investments in Real Estate	2	1
Field Trip	2	1
Total number of credits	30	15

SEMESTER 2 – REAL ESTATE INVESTMENT PART II AND INVESTMENT STRATEGIES & FINANCING

Required Courses	ECTS Credits	US Credits
Real Estate Mergers and Acquisitions	2	1
Capital Markets	4	2
Portfolio Management	4	2
Advanced Financing & Fixed Income	4	2
Private Equity	2	1
Advanced Financial Modeling	2	1
Critical Research Methodology in Business II	2	1
Hotel Real Estate Investment Strategy	6	3
Sustainable Real Estate	4	2
Total number of credits	30	15

SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

Required Courses	ECTS Credits	US Credits
Internship with Applied Research Report or Business Research Project	30	15
Total number of credits	30	15



Semester descriptors and course overviews

SEMESTERS 1 AND 2 – INTERNATIONAL HOTEL DEVELOPMENT, ASSET MANAGEMENT AND REAL ESTATE INVESTMENT

SEMESTERS' DESCRIPTOR

Goal: To develop the analytical competencies and in-depth market understanding required for investment professionals in the real estate sector.

Students will be exposed to great complexity to develop the strategic thinking and quantitative skills required of managers in volatile, uncertain and ambiguous situations. This may require integrating knowledge from several fields and contributing original and innovative thinking to problem solving and decision making. Subjects include global real estate markets, corporate finance principles, mergers and acquisition, institutional investment and sustainability. Students will receive additional certificates through STR/CoStar and Bloomberg and will be working through operational challenges 'in the field'.

COURSE OVERVIEWS

Critical Research Methodology in Business I

Research is the backbone of successful problem-solving, decision-making, and strategic planning under uncertainty. Effective research requires gathering new information to develop novel insights and theories, while interrogating one's own biases. This course, spanning two semesters, will develop students' skills for understanding problems, asking key questions, refining research issues, generating hypotheses, choosing research methods and tools, working with data, and persuasively communicating findings. Students will gain knowledge about deductive, inductive, and abductive research processes, developing proficiency in multiple ways of knowing. Cultivating a healthy skeptical attitude regarding assumptions and claims will also be emphasized.

Hospitality Business Trends & Strategies

This course provides an overview of the markets, business models and emerging trends in the global hospitality industry. Regional differences are also covered. Strategic management frameworks and analytical tools (SWOT, PEST, Porter Five Forces, VRIO) will be presented, selectively analyzed and applied to the hospitality industry based on case studies. Students will also review and discuss the current strategic orientations of hospitality firms and the consequences of major trends on the past and future of the industry.

Hospitality Financial Analysis & Performance

Focusing on the financial analysis of hotel operations, this course will provide students with a background in accounting and the use of financial statement analysis to assess financial position, cash flows and the profitability of the operations. The Uniform System of Accounts for the Lodging Industry (USALI v12) will be defined and applied to case studies to assess the impact of different operational strategies. Key performance indicators (KPIs) will also be explained and put in practice, as they relate to the decision-making process. Emphasis will be placed on the role and usage of market intelligence reports of competitive data such as STR and HotStats.

Global Hotel & Resort Development

Real estate investors are increasingly focused on how to create value through hotel development. This course will introduce students to key approaches and tools used widely by hotel developers and feasibility analysts. It will include development strategy, process, concept development and market feasibility. The course will also highlight important differences between urban/resort hotels and considerations for hotel developers/advisors. Students will apply their learning through assignments to identify the optimal product combination, trends and financial drivers that contribute to a successful hotel development project.

Hotel Asset Management

Hotel asset management represents a key value driver of today's lodging investment with regards to the asset-light strategy of the largest hotel groups and to the variety of hotel investors' profiles. This course focuses on the challenges the hotel asset manager faces and the advanced techniques they use to create long-term value. It provides an overview of the different real estate asset classes and a framework of strategic levers for asset management. The asset management cycle, from the acquisition to the disposal of hotel properties and portfolios, will be defined, analyzed in-depth and applied to case studies.



Negotiating Hotel Management Contracts

This course will provide an insight into hotel expansion business models, such as management, franchises and lease agreements. It is aimed at unfolding key concepts and the analytical tools for negotiating hotel management contracts. The course includes extensive first-hand industry insights and analysis of critical contract provisions, operating models and recent trends in hotel management negotiations. Role-play simulations along with exhaustive briefings will provide students with the opportunity to become immersed in the role of a 'negotiator' in a pre-determined context. Additionally, students will apply negotiation theory to optimize management terms and critically assess the major terms and provision areas in an owner-operator negotiation context.

Global Real Estate Markets

This course will review the global real estate universe and explain key differences that exist between different markets around the world. Concepts such as investible universe, transparency, liquidity, returns and volatility, direct versus indirect investing and manager selection and investment risk styles will be introduced in their respective context. Students will investigate the eight steps in successfully deploying an international real estate investment strategy. Real-life examples of global strategies will be discussed while students will put together a dummy global portfolio and stress-test it against credible market conditions. Students will also consider and discuss the key lessons learned from several decades of global real estate investing.

Real Estate Finance Principles

This course focuses on the theory and practice of the analytical tools needed for real estate finance professionals. It will review the time value of money concept and how it applies to the conventional methods of valuation in the real estate industry. The course will cover the theory and practice of capital budgeting decision making with the net present value (NPV) and internal rate of return (IRR) rules as the main real estate investment criteria. Finally, the course will review the foundations of asset pricing and portfolio theory.

Real Estate Valuation Methods

This course focuses on valuation principles and techniques. All the steps required to conduct an appraisal are described in depth and applied to multiple case studies. The different valuation approaches will be defined and compared to determine when a method is the most suitable. A special emphasis will be placed on the role of professional associations (RICS, HAMA, TEGoVA) in developing ethics, professional responsibilities and industry standards. Students will also examine the role of valuation in the real estate investment management process and analyze the consequences of expert-based valuations.

Institutional Investments in Real Estate

This course explores the fundamentals of global real estate investment from an institutional perspective. It will review the role of real estate in a multi-asset portfolio and discuss in detail investors' motivations, target allocation, correlation with other asset classes and expected risk/return profile. The investment process and strategies for structuring global real estate portfolios will be presented. Case studies will illustrate how an institutional investment manager may identify real estate investment opportunities under certain market conditions. Emphasis will be placed on the role and responsibilities of the investment managers.

Field Trip

The field trip is designed to complement in-class learning with practical experience. Students will investigate the latest challenges of investing in hospitality real estate in emerging markets. Through a series of observation exercises, visits and 'meet-the-experts' sessions, students will conduct a comparative analysis of real estate investing in developed and emerging markets. They will also reflect on how industry professionals provide strategic advisory, valuation and transaction services and manage hospitality real estate assets and funds to create value for their investors in emerging countries.

Real Estate Mergers and Acquisitions

This course considers how transactions in the hospitality real estate sector are implemented and examines the roles of specialist advisors in the transaction. It reviews the recent history of transactions, types of transactions and trends in investor communities. The transaction process and the many different advisors and their roles will be debated through group discussions. Contemporary case studies will also consider how to deal with common issues and challenges. The final part of the course provides greater insight into the structuring and funding options and how these impact the execution of deals.



Capital Markets

This course will provide an overview of the public capital markets in the context of global capital and economics and alternative investment options. After covering the history, development and functioning of the key public markets, the course will look at how to interpret the information provided on equities and assess the investment proposition both theoretically and practically. Different investment instruments will be considered as well as the efficiency of the market. The course will then consider various approaches to assessing investment opportunities. The alternative investment markets will be covered as well as the main sources and drivers of capital. Finally, the course will consider the 'human' side of behavioral finance.

Portfolio Management

This course will provide a detailed and thorough presentation of the Modern Portfolio Theory (MPT) and its practical use for individual and institutional investors. After the presentation of the portfolio risk diversification concept, the course will review the implementation of challenges and solutions faced by professionals with a particular focus on forecasting, multi-factor models and risk budgeting. A special emphasis will be put on the real estate sector and international portfolio diversification strategies.

Advanced Financing & Fixed Income

This course focuses on the determinants of fixed income markets. It covers topics pertaining to key risk factors for borrowers and lenders with regards to real estate finance and how these can be quantified. The role of central banks and monetary policy transmission channels in relation to real estate finance will be analyzed. A special emphasis is placed on securitization and, in particular, on mortgage-backed securities and covered bonds as secured fixed income instruments. The course also assesses how real estate financing decisions are affected by current financial market regulation.

Private Equity

Understanding what private equity financing implies, delivers and does not provide is crucial, given the growing influence of this sector of the global economy. This course offers an overview of financing the creation, development, growth, transmission and eventually restructuring of a company by deploying the private equity toolbox. As a constantly developing 'financial ecosystem' of its own, private finance raises many issues that will be considered, notably through business case studies. The class considers the place of private equity in asset allocation, fund structuring and management as well as divestments.

Advanced Financial Modeling

This course focuses on modeling in a spreadsheet the key areas addressed during the underwriting process: real estate capital stack structure, debt covenants, joint venture remuneration schemes, tenancy schedule terms and options and construction costs distribution. From the asset to the fund level, the course will utilize case studies to provide a comprehensive walk-through of the construction of a private equity real estate model. The course will also cover the modeling of risk analysis through sensitivities, Monte Carlo simulations and portfolio stress tests.

Critical Research Methodology in Business II

This course focuses on equipping students with advanced methodologies to conduct comprehensive research in the business domain. Students delve into cutting-edge techniques for gathering, analyzing, and interpreting data to inform strategic decision-making. The curriculum emphasizes a blend of quantitative and qualitative research methods, ensuring students develop a versatile skill set for addressing complex business challenges. Through practical applications and case studies, learners gain proficiency in designing and executing strategic research initiatives that contribute to informed and effective business strategies. This provides students with the necessary skills and knowledge to complete their research projects in semester 3 of their studies.

Hotel Real Estate Investment Strategy

The purpose of this course is to immerse students in the reality of the investment process, where they will mobilize all their in-class learning and be challenged to work at the level of industry professionals. Students will be required to create an event to showcase the process for the screening and due diligence for a real-life hotel and real estate asset purchase. This includes how to design the concept, the asset-level strategy to reach investors' objectives and how to structure the funding portfolio followed by a potential exit. The project to create the event will be organized in multiple stages with feedback at each milestone.

Sustainable Real Estate

This course provides an overview of how real estate investors and managers are tackling sustainability – arguably one of the most important strategic challenges and opportunities the industry has faced. Students will explore key concepts, tools and frameworks that are driving ESG (Environmental, Social and Governance) decision making among real estate industry stakeholders. The course will also cover innovation in construction and operations and the inter-relationship between creating long-term value and sustainable real estate.



SEMESTER 3 – BUSINESS RESEARCH PROJECT OR INTERNSHIP

SEMESTER DESCRIPTOR

Goal: To demonstrate the ability to independently plan, execute, and communicate an applied research project or to apply advanced professional skills within a six-month industry placement, reflecting readiness for future leadership roles.

STUDENTS MAY COMPLETE THIS SEMESTER THROUGH ONE OF TWO PATHWAYS:

1. Business Research Project (BRP)

Students who select the BRP will conduct an independent, academically grounded research project on a relevant hospitality, entrepreneurship, or innovation topic. This option develops students' ability to formulate research questions, apply appropriate methodologies, collect and analyse data, and synthesise actionable insights. The BRP strengthens advanced research literacy, critical thinking, project planning, and professional communication—key competencies for strategic and analytical roles.

2. Internship with Applied Research Report (ARR)

Students opting for a six-month internship will gain professional experience in an operational or strategic role, applying the skills and behaviours developed throughout the program. Alongside the internship, they produce an Applied Research Report addressing a real business challenge identified either during the placement or earlier in the programme. The ARR follows the same principles as the BRP but with a more concise scope, enabling students to demonstrate research capability while directly contributing to organisational value creation.

In both pathways, students build strong employability skills, including problem-solving, stakeholder communication, adaptive leadership, and the ability to apply evidence-based insights to real-world business contexts.



Executive programs

Executive Master of Advanced Studies in Luxury Management and Guest Experience

This program is taught in blended delivery format, including Residential Weeks in Switzerland and in the UK.

CONCEPT OF THE EXECUTIVE MASTER'S PROGRAM

This program is designed for experienced professionals seeking to elevate their careers and make a lasting impact on the luxury industry. The overall aim of the program is to cultivate innovative leaders who will shape the future of the luxury industry. Through rigorous academic study and real-world application, participants will develop advanced strategic thinking skills, a deep understanding of the global luxury market, and an appreciation for the evolving needs of the luxury consumer. This program will foster their ability to anticipate future trends and leverage them to drive competitive advantage; develop and implement effective strategies for luxury brand building and management; navigate complex challenges in a globalized and digitally driven marketplace; and champion sustainable and ethical practices within the luxury sector. Ultimately, graduates will lead with confidence and inspire high-performing teams in a dynamic environment.

GRADUATE PROFILE

Graduates of the Executive Master of Advanced Studies in Luxury Management & Guest Experience emerge as visionary leaders equipped to navigate the complexities of the global luxury industry. They possess a sophisticated understanding of the luxury consumer and the dynamics of high-end markets. Enhancing their strategic thinking skills, graduates are adept at identifying opportunities, anticipating challenges, and driving innovation. They are prepared to make complex decisions, manage risk, and champion sustainable practices within a global context. With a commitment to ethical leadership and intercultural fluency, these accomplished executives are poised to shape the future of the luxury industry and create lasting value for their organizations.

LEARNING OUTCOMES

Upon graduation, students from the Executive Master's program should be able to:

- Demonstrate an in-depth understanding of leadership principles and practices across a range of industries.
- Apply advanced knowledge, skills and professional qualifications to perform effectively as leaders and managers.
- Develop their professional and academic competencies through courses, workshops and immersive experiences aligned with leadership demands.
- Plan, manage and evaluate complex projects within the luxury business environment.
- Collaborate effectively in multidisciplinary and multicultural teams.
- Integrate and promote sustainable leadership practices, acting with confidence and integrity in complex organizational contexts.

PROGRAM STRUCTURE

The Executive Master's program is a 1-year program of study divided into units of study called modules. Each module is assigned a specific number of credits. There are 30 US Carnegie credit units or 60 ECTS credits (Bologna European system) in the program of study and all modules must be passed. All students are registered for an Executive Master of Advanced Studies in Luxury Management and Guest Experience.

EXPLORING NEW LUXURY ECOSYSTEMS

Required Courses	ECTS Credits	US Credits
Residential Week - Glion, Switzerland	N/A	N/A
Intercultural Leadership, Inclusion and Diversity	4	2
High Gastronomy and Fine Dining	2	1
Luxury Markets, Enterprises and Culture	2	1
Business Trends in Luxury	2	1
Building the New Sustainable Luxury	2	1
Total number of credits	12	6



BRANDING IN THE DIGITAL WORLD

Required Courses	ECTS Credits	US Credits
Building Brand Equity	4	2
Omnichannel Sales Strategy in Luxury Industries	2	1
Digital Transformation and Data Analytics	2	1
Digital Marketing and Communication in the Luxury Industry	2	1
AI and Innovation in the Luxury Industry	2	1
Total number of credits	12	6

DELIVERING EXCELLENCE IN GUEST EXPERIENCE

Required Courses	ECTS Credits	US Credits
Residential Week - London	N/A	N/A
Service Culture and Operational Excellence	2	1
Impactful Design and Architecture	2	1
Retail and Physical Distribution Channels	4	2
The Experience Economy	2	1
Behavioral Foundations of Guest Experience	2	1
Total number of credits	12	6

IMPLEMENTING A SUSTAINABLE LUXURY STRATEGY

Required Courses	ECTS Credits	US Credits
Strategic Management for Luxury Brands	4	2
Talent Development in the Luxury Business	2	1
Corporate Finance and Value Creation	4	2
Sustainable Business Models	2	1
Total number of credits	12	6

BUSINESS RESEARCH PROJECT

Required Courses	ECTS Credits	US Credits
Business Research Project	12	6
Total number of credits	12	6



EXPLORING NEW LUXURY ECOSYSTEMS

MODULE DESCRIPTOR

Goal: To equip participants with specialized knowledge and critical thinking skills to navigate the evolving luxury industry, staying at the forefront of emerging trends and concepts.

Participants will explore key developments shaping the luxury sector, gaining insights into intercultural leadership, inclusion, and diversity; evolving luxury markets and enterprises; business trends influencing the industry; and the role of high gastronomy and fine dining in luxury experiences. The module will also address sustainability and ethics in luxury, examining innovative business models and emerging technologies that drive industry transformation. Through critical analysis, participants will develop a strategic understanding of the luxury sector and its future directions.

Intercultural Leadership

Management in a globalized business requires a deep understanding of multinational globalized contexts where remote (transnational, virtual, global) teams are the “norm”, and where exponential technological advances require adaptive cross-cultural communication techniques. In this course, participants will learn the significance of cultural differences in everyday work life, expressed through different behaviors and practices. They will also develop leadership skills via enhanced self-awareness and increased sensitivity, curiosity, and knowledge of cultures, as well as their own cultural assumptions, biases and implicit preferences. At the end of the course, they will be able to recognize different norms and practices, and well as see those as added value within a multicultural environment.

High Gastronomy and Fine Dining

The aim of this course is for participants to take a deep dive into the universe of ultra-fine dining and in particular into the interconnected set of high gastronomy and brand name chefs that are today considered as real business value enhancers. Participants will understand the rationale behind different business models and critically assess what sets these apart from various produce and concept standpoints. Participants will compare global product strategies, visions, design features, technological advances, and financial performances in the context of their local culture and market environment. Customer journey maps, touchpoints and microconcepts will be explored through primary research.

Luxury Markets, Enterprises and Culture

This course examines some of the fundamental concepts about luxury. It will provide students with different theoretical frameworks both in economics and sociology. The participants will analyze the main characteristics of luxury products and services as economic goods. They will also explore the production and consumption of luxury goods and services.

Business Trends in Luxury

This course focuses on an analysis of the latest global consumer trends and their effects on businesses in the luxury segment. Participants will consider the definition of a trend and how trends impact business structures and practices. In particular, participants will learn how companies are positioning their products and services in the perspective of the experience and transformative economy.

Building the New Sustainable Luxury

The course provides students with a critical understanding of the non-negotiable needs and future developments on the topic of CSR in the luxury industries, and its new definition. Participants will critically analyze different business practices in sustainability in order to learn as consumers and future managers how to face this challenge successfully. The need for a more sustainable luxury across all its sectors and segments is linked to both supply and demand drivers. On the supply side, CSR was integrated into the main company strategies and led to the creation of dedicated departments and start-ups where sustainability is inscribed in the DNA. The demand is strongly driven by a new generation of consumers engaging with sustainability actions, who used to take buying decisions more based on aesthetics.



BRANDING IN THE DIGITAL WORLD

MODULE DESCRIPTOR

Goal: To equip participants with the strategic knowledge and digital competencies necessary to enhance brand value, drive customer engagement, and navigate innovation within the luxury industry.

This module focuses on the key strategies and technological advancements shaping the luxury sector. Participants will explore brand equity management, omnichannel sales strategies, digital marketing, data analytics, and artificial intelligence and innovation. The module examines how luxury brands create, sustain, and communicate value through digital transformation, personalized customer experiences, and AI-driven solutions. By analyzing real-world case studies and implementing strategic tools, participants will gain a comprehensive understanding of the evolving luxury landscape and develop the skills necessary to drive brand success in a competitive, digital-first world.

Building Brand Equity in Luxury

In this course participants study the foundations of a luxury brand: its legitimacy, consistency, and creativity; and the fundamentals of a luxury brand strategy. It specifically focuses on analyzing the key elements and facets of the brand's identity, and how they are expressed through marketing communication, the brand's environment, and behavior. The course also examines the strategic importance of luxury brands – for the company and society – and relevance in building brand equity; and how value is created and maintained by managing the brand through its lifecycle and adhering to the principles of luxury branding and marketing.

Omnichannel Sales Strategy in Luxury Industries

This course discusses omnichannel retailing within the luxury sector, offering a comprehensive exploration of strategies tailored to meet the demands of an affluent clientele. Through a blend of theoretical frameworks and practical case studies, participants will discuss the unique challenges and opportunities inherent in luxury omnichannel environments. Topics covered include the integration of physical and digital touchpoints, personalized customer experiences, brand consistency across channels, and the leveraging of data analytics for enhanced decision-making. By examining successful omnichannel implementations and emerging trends in luxury retail, participants will develop a thorough understanding of how to navigate and excel in this dynamic landscape.

Digital Transformation and Data Analytics

The course aims to explore the concept of digital transformation and its impact on the luxury sector. Big data systems and the opportunities and challenges posed by such systems will be examined. Architectural solutions are investigated with a focus on how they may be used in the luxury sector for analytics and data processing. Participants will also appraise specific data systems and apply data analysis to problem solving in the luxury sector.

Digital Marketing and Communications in the Luxury Industry

The uniqueness of the luxury industry and all its segments relies on luxury products and services to be promoted and distributed with different logic. Luxury products must target specific niches that are willing to pay a premium price. This course in digital marketing in the luxury industry will provide participants with skills and competencies required to operate in the luxury digital arena and will help them develop the skills required to become digital marketing specialists. As part of the course, participants will be required to design a digital marketing communication plan for a luxury company.

AI and Innovation in the Luxury Industry

This course explores the intersection of Artificial Intelligence and innovation within the luxury segment, examining how emerging technologies are reshaping business strategies, consumer engagement, and operational models. Students will gain a foundational understanding of AI concepts, including Large Language Models (LLMs) and the potential of Artificial General Intelligence (AGI) and Agentic AI, and will experiment with practical tools to uncover opportunities for transformation in luxury brands. The course also addresses the ethical, legal, and strategic challenges of AI adoption, equipping students with the creativity, critical thinking, and leadership skills needed to successfully integrate AI in luxury contexts.



DELIVERING EXCELLENCE IN GUEST EXPERIENCES

MODULE DESCRIPTOR

Goal: To empower participants with the knowledge, skills, and strategies required to attain and sustain exceptional operational performance in the luxury sector.

This module focuses on equipping participants with the expertise necessary to deliver excellence in luxury guest experiences. Key topics include service culture and operational excellence, impactful design and architecture, retail and physical distribution channels, experiential economics, and the behavioral foundations of guest experience. Participants will explore the latest trends, tools, and strategies for optimizing luxury operations, ensuring seamless and memorable customer journeys. Emphasizing industry best practices and critical thinking, this module prepares participants to drive operational excellence and elevate luxury brand experiences in an increasingly competitive and dynamic environment.

Service Culture and Operational Excellence

The aim of this course is for participants to explore what successful companies do to engage their employees in order to achieve customer service excellence, and how they strategically align all aspects of an organization to lead to outstanding service. Participants will analyze what “service culture” means and investigate how to achieve a high customer service level through genuine service and operational excellence. Participants will focus on how product and service delivery are engineered to provide an exceptional service experience and on how authentic customer engagement is increased, leading to increased revenues. Participants will relate themes such as customer journey, team training, service design and execution to contemporary, industry-based examples to create the link between course content, service culture and real-world operational performance.

Impactful Design and Architecture

This course focuses on understanding how design principles contribute to transforming retail and hospitality spaces in the luxury segment. Participants will understand the basic functions of retail store operations and desired customer experience when envisioning innovative design. Participants will examine contemporary hospitality concepts from a design perspective in connection with the desired service promise.

Retail and Physical Distribution Channels

The course explores topics such as market trends, operations, supply chain and human resource management, merchandising, digital technologies – in particular in the light of an integrated omnichannel perspective – as well as CRM and operational marketing and branding. In contemporary retail, particular attention is paid to the creation of an immersive guest experience. This course is therefore not only about the management of the retail mix but is focused in particular on the creation of an integrated physical guest experience for omnichannel retail in the luxury industries.

The Experience Economy

The experience economy has redefined the meaning of value in contemporary markets, shifting the focus from goods and services to immersive, emotionally resonant encounters. In this new paradigm, consumers seek not only to purchase but to feel — to connect with brands and spaces that offer authenticity, creativity, and meaning. Across industries, from hospitality to fashion and design, the most successful players are those who design holistic experiences that engage multiple senses and foster lasting emotional bonds. This course will focus on the experience economy in the luxury and hospitality business. Students will explore relevant concepts that are meaningful in the experience economy (e.g., to include experience, effects, and value).

Behavioral Foundations of Guest Experience

This course delves into the psychological underpinnings of guest behavior within the realm of luxury hospitality. Drawing from behavioral economics, psychology, and luxury service principles, students will explore the dynamics that influence guest decision-making, satisfaction, and loyalty. Through case studies and experiential learning exercises, participants will examine the role of emotions, perceptions, and social influences in shaping the luxury guest journey. Key topics include anticipatory service, sensory branding, cultural sensitivities, and the art of personalized engagement.



IMPLEMENTING A SUSTAINABLE LUXURY STRATEGY

MODULE DESCRIPTOR

Goal: To equip participants with the essential skills and knowledge to effectively lead and drive transformative change in the luxury industry.

This module focuses on the strategic leadership and innovation required to implement sustainable luxury strategies. Participants will explore key areas such as strategic management for luxury brands, talent development in the luxury business, corporate finance and value creation, and sustainable business models. Emphasizing leadership in volatile, uncertain, complex, and ambiguous (VUCA) environments, the module prepares participants to navigate industry challenges, foster innovation, and drive long-term value creation in luxury organizations. Through critical analysis and practical insights, participants will develop the capabilities needed to lead transformation and ensure the sustainability of luxury brands in an evolving global landscape.

Strategic Management of Luxury Brands

Participants will develop a successful strategy from vision to objectives in the luxury industries using financial indicators, KPIs, and the appropriate organizational tools and procedures for the company's structure.

Talent Development in the Luxury Business

In a changing world, companies need an integrated approach in attracting, developing, engaging, and retaining critical talent in order to anticipate the upcoming needs and challenges. This is even more true for the luxury industry, based both on heritage and tradition, as well as creativity and innovation. Luxury companies must therefore focus more than other companies on nurturing employee talent, to support continuous development of knowledge, innovation and creativity and to ensure the transmission of their heritage and craft-based processes. They are also actively engaged in ensuring work life balance and lifelong personal development. In this course participants will learn strategies and techniques for successful talent management in luxury companies.

Corporate Finance and Value Creation

This course aims at familiarizing the participants with the concepts of financial decision, with an emphasis on luxury conglomerates. It will review the theory and practice of capital budgeting decision and shareholder value creation. The time value of money, net present value and corporate valuation concepts will be defined and applied to case studies on financial decision-making within the luxury industry. The participants will analyze financial statements, and company reports to assess the financial strategy, the business model and the profitability of the operations.

Sustainable Business Models

This course aims to provide participants with insights into how successful companies develop, implement and create value through well-designed business models that guarantee sustainability for the business. Cases will be drawn from the luxury industry highlighting the best practices applicable to this sector. During this course, participants will learn how to identify business ideas and how to put them into practice. Participants will apply state-of-the-art management tools geared at creating actionable business models. They will work in teams to create an original business model for a company in the luxury sector.

BUSINESS RESEARCH PROJECT

MODULE DESCRIPTOR

Goal: To demonstrate the ability to plan and execute an independent research project within a defined time period.

Learners will produce an independent research project demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling.

Business Research Project

The Business Research Project is an academic research-based endeavor that forms part of the Executive Master's program. One-to-one and group tutoring are held on a regular basis, but overall, the emphasis is placed on self-regulated learning and research activities, in agreement with a selected company. Each participant is required to develop, analyze, synthesize and discuss a business issue or opportunity based on one of the major themes and concepts studied during the taught part of the program. The project can also be focused on a diagnostic review for an existing or past organizational problem.



Executive Master of Advanced Studies in Hospitality and Business Leadership

This program is taught in blended delivery format, including one Residential Week in Switzerland.

CONCEPT OF THE MASTER'S PROGRAM

Graduates of the Executive Master of Advanced Studies in Hospitality and Business Leadership emerge as skilled professionals with a global perspective and a focus on the hospitality industry. Equipped with managerial expertise, they possess a strong sense of service, attention to detail, and a commitment to uncompromised excellence. With the ability to navigate disruptive business models, leverage new technologies, and promote sustainability, graduates demonstrate leadership, adaptability, and intercultural management skills. They excel in driving financial performance and operational excellence and leading transformative initiatives. Proficient in English and equipped with at least five years of managerial experience, these talented individuals are ready to accelerate their careers, make responsible decisions, and create value in the hospitality industry's evolving landscape.

GRADUATE PROFILE

Glion Executive Master's graduates are global professionals combining managerial, leadership and business skills with a thorough hospitality background, namely service excellence, attention to detail, an understanding of hospitality tradition and heritage, and a focus on unique luxury experiences. Graduates can find and critically process information from reliable sources to make responsible and sustainable decisions in a highly volatile, uncertain, complex, and ambiguous environment. Graduates are also able to create value in a hypercompetitive market. At the managerial level, graduates accept accountability in a responsible way, developing their and others' talents and transforming the working environment both at operational and strategic levels based on local contexts.

LEARNING OUTCOMES

The aim of this Executive Master's program is to:

- Provide a rigorous curriculum focused on developing an in-depth understanding of leadership principles and practices within various industries.
- Equip participants with the knowledge, skills, and industry qualifications necessary to excel as effective leaders and managers.
- Support participants' professional and academic growth through a blend of courses, workshops, and immersive experiences tailored to the demands of leadership roles.
- Foster a culture of continuous learning and personal development, emphasizing self-management and reflective practices throughout the program.
- Promote engagement with sustainable leadership practices, instilling confidence, and integrity in navigating complex organizational environments.

PROGRAM STRUCTURE

The Executive Master's program is a 1-year program of study divided into units of study called modules. Each module is assigned a specific number of credits. There are 30 US Carnegie credit units or 60 ECTS credits (Bologna European system) in the program of study and all modules must be passed. All students are registered for an Executive Master of Advanced Studies in Hospitality and Business Leadership. This program is taught in online format, with a Residential Week in Switzerland.

NEW FRONTIERS IN HOSPITALITY

Required Courses	ECTS Credits	US Credits
Residential Week - Glion, Switzerland	N/A	N/A
Disruptive Business Models in Hospitality	2	1
Leadership, Diversity, and Intercultural Management	4	2
New Technologies & Data in Hospitality	4	2
Sustainability and Ethics	2	1
Total number of credits	12	6



DRIVING FINANCIAL PERFORMANCE

Required Courses	ECTS Credits	US Credits
Managerial Accounting and Financial Analysis	2	1
Hospitality Corporate Finance	4	2
Hotel Asset Management and Deal Structuring	2	2
Entrepreneurial Business Strategies	4	2
Total number of credits	12	6

DELIVERING OPERATIONAL EXCELLENCE

Required Courses	ECTS Credits	US Credits
Strategic Digital Marketing and Sales	4	2
Revenue, Channel, and Demand Management	4	2
Managing Hospitality Operations	2	1
Operational Risk Management	2	1
Total number of credits	12	6

LEADING THE TRANSFORMATION

Required Courses	ECTS Credits	US Credits
Innovation in the Hospitality Industry	4	2
Real Estate Investments and Finance	4	2
Organizational Behavior and Change Management	2	1
Leadership in Uncertain Times	2	1
Total number of credits	12	6

BUSINESS RESEARCH PROJECT

Required Courses	ECTS Credits	US Credits
Business Research Project	12	6
Total number of credits	12	6



NEW FRONTIERS IN HOSPITALITY

MODULE DESCRIPTOR

Goal: To equip participants with specialized knowledge and critical thinking skills to navigate the evolving hospitality industry and stay at the forefront of emerging trends and concepts.

In Module 1, participants will delve into the emerging trends and concepts that shape the hospitality industry, equipping them with the knowledge and skills necessary to navigate this evolving landscape. The module will provide a comprehensive understanding of various aspects of the industry, including disruptive business models, leadership, diversity, intercultural management, new technologies and data, sustainability, and ethics in hospitality. Participants will engage in critical thinking and gain insights into the latest developments in the field.

Disruptive Business Models in Hospitality

This course addresses the evolving needs of the hospitality industry and consumer demands. It emphasizes adopting innovative business models and technology-driven solutions to solve systemic issues. The focus is on equipping managers with a strategic mindset to articulate and develop business models incrementally, meeting market changes. It also fosters the ability to create disruptive models that tap into new customer categories. Topics include understanding business structures, exploring various business models, analyzing existing and emerging hospitality models, and developing personal innovation through a presented business model.

Leadership, Diversity, and Intercultural Management

This course equips students with the necessary skills and knowledge to succeed in managing globalized and diverse teams. The course emphasizes the understanding of cultural differences and their impact on everyday work life. Through enhanced self-awareness and increased sensitivity, curiosity, and cultural knowledge, students will develop leadership skills. The course covers various topics such as organizational culture, diversity in organizations, emotional and cultural intelligence development, cognitive bias, and the impact of language and generational differences in the workplace.

New Technologies & Data in Hospitality

This course examines the influence of digital transformation on the hospitality sector, focusing on the integration of new technologies and data. It delves into big data systems, exploring the opportunities and challenges they present. The course investigates architectural solutions applicable to the hospitality industry for data processing and analytics. Students learn to evaluate specific data systems and apply data analysis methods to problem-solving in various hospitality contexts. The course covers themes such as emerging digital technologies, AI, and machine learning, IoT and smart hospitality, virtual, augmented, and mixed reality, blockchain, and the future of digital technology in the hospitality industry.

Sustainability and Ethics

This course focuses on the crucial role of environmental sustainability and ethical considerations in the hospitality industry. It explores how hospitality firms can address pressing environmental and social challenges to ensure long-term competitiveness and survival. The course emphasizes the business case for sustainability in hospitality firms and covers topics such as analyzing the impacts of the industry, identifying stakeholders, understanding sustainability planning and performance metrics, addressing supply chain concerns, and evaluating opportunities for existing or new hospitality businesses.



DRIVING FINANCIAL PERFORMANCE

MODULE DESCRIPTOR

Goal: To equip participants with the financial knowledge and skills necessary to drive performance and make informed decisions within the hospitality industry.

This module focuses on the financial aspects essential for decision-making and performance improvement in the hospitality industry. Participants explore managerial accounting, financial analysis, corporate finance, hotel asset management, deal structuring, and real estate investments. The module offers a comprehensive understanding of financial dynamics in the industry and their impact on organizational success. Upon completion, participants enhance their financial acumen and gain the skills necessary to drive financial performance within hospitality organizations.

Managerial Accounting and Financial Analysis

This course provides practical accounting knowledge and analytical tools for effective management decision-making in the hospitality industry. Topics covered include responsibility accounting, USALI balance sheet and income statement, statement of cash flow, cost concepts, and cost-volume-profit analysis. By the end of the course, participants will be able to measure and monitor performance in organizations, analyze financial statements specific to the hospitality industry, and evaluate a firm's financial information within its business and competitive context. The main themes include financial analysis (balance sheet, income statement, cash flow statement) and managerial accounting (STR Reports, key performance indicators, costs, and CVP).

Hospitality Corporate Finance

This course equips participants with the necessary tools to comprehend investment decisions made by corporations in an international context, and evaluate their financial feasibility. Through the examination of case studies, participants will learn to assess financial risk, analyze diverse sources and costs of financing, and determine the value of projects. The course also explores the utilization of derivative instruments for hedging financial and operational risks faced by multinational corporations. Key topics covered include free cash flows, time value of money, debt and equity financing, risk and return, cost of capital, and capital budgeting.

Hotel Asset Management and Deal Structuring

This course focuses on hotel asset management and deal structuring, emphasizing the importance of enhancing value for hotel owners. Participants will gain an understanding of various stakeholder perspectives, business models, and investment opportunities in different contexts. The course provides hands-on experience in simulating the structuring of hotel deals to achieve strategic goals. By the end of the course, x will comprehend the hospitality industry from an owner's and investor's perspective, develop appropriate hotel concepts, critically appraise business models of key stakeholders, understand the hotel development process, and be able to design unique space plans for new hotel concepts.

Entrepreneurial Business Strategies

This course explores building a business model for next-generation hospitality concepts, considering revenue streams, sustainability, and technological evolution. Participants learn futureproofing measures, anticipate operational disruptions during crises, and secure financial resources. The course enables participants to propose entrepreneurial approaches that meet organizational and customer needs responsibly in a dynamic marketplace, covering revenue streams, profitability, business model development, and futureproofing.



DELIVERING OPERATIONAL EXCELLENCE

MODULE DESCRIPTOR

Goal: To empower participants with the knowledge, skills, and strategies required to attain and sustain exceptional operational performance in the dynamic realm of the hospitality industry.

This module focuses on equipping participants with the skills and knowledge necessary to achieve operational excellence in the hospitality industry. Key topics covered include strategic digital marketing and sales, revenue, channel, and demand management, managing hospitality operations, and operational risk management. Participants will gain insights into the latest trends, tools, and strategies for optimizing operational performance and ensuring exceptional guest experiences. The module emphasizes the application of industry best practices and the development of critical thinking skills to address operational challenges effectively. By the end of this module, participants will be well prepared to drive operational excellence and enhance the overall performance of hospitality organizations in a dynamic and competitive landscape.

Strategic Digital Marketing and Sales

This course explores how digital tools have transformed marketing and selling services in the international hospitality industry. It focuses on anticipating market needs, positioning messages, and utilizing multiple channels. Participants will develop skills to identify challenges and opportunities in a transforming market, adapt marketing approaches to changing consumer expectations, and design innovative sales strategies. The course covers topics such as the impact of digital transformation, effective multichannel sales strategies, and emerging digital tools like AI, VR, AR, and IoT.

Revenue, Channel and Demand Management

This course focuses on optimizing revenue and profitability for service firms, primarily in the hospitality sector. Participants will learn revenue optimization foundations and advanced concepts, including demand forecasting, inventory control, pricing strategies, and channel management. The course aims to improve net revenue by enabling participants to make informed decisions and implement successful revenue management strategies. Key skills include evaluating business opportunities, analyzing historical and future data, balancing short-and long-term decisions, and effectively presenting revenue recommendations to senior management. The principles of revenue management will also be applied to other service sectors.

Managing Hospitality Operations

This course focuses on effectively organizing resources and fostering collaboration to enhance customer satisfaction and quality management in the hospitality industry. Participants will learn to assess and recommend operational tools and techniques, with a focus on luxury hospitality. Topics covered include service design and control, hotel performance measurement, labor scheduling, supply chain management, outsourcing, and quality management. The course emphasizes adapting operations to deliver successful luxury experiences. Through case studies and practical applications, participants will gain the skills to optimize guest experiences and apply operational strategies in various contexts.

Operational Risk Management

This course introduces participants to risk governance roles and the significance of implementing an operational risk management program in the hospitality industry. It covers key elements of a risk management framework, enabling participants to report and investigate operational risk events, generate KRI (key risk indicator) data, and implement risk appetite frameworks. The course focuses on developing measurable objectives, assessing risk typologies, applying effective risk frameworks, and exploring organizational and economic mechanisms for risk management in hospitality. By completion, participants will possess the knowledge and skills to build and implement an operational risk assessment program.



LEADING THE TRANSFORMATION

MODULE DESCRIPTOR

Goal: To equip participants with the skills and knowledge to effectively lead and drive transformative change in the hospitality industry.

During this module, students will delve into the strategies and skills required to lead transformation in the dynamic hospitality industry. The module focuses on fostering innovation within the industry, equipping learners with entrepreneurial business strategies, and cultivating an understanding of organizational behavior and change management. Participants will explore the concept of leadership in volatile, uncertain, complex, and ambiguous (VUCA) times, preparing them to navigate and thrive in challenging environments. Through engaging sessions, participants will gain insights into innovation, adaptability, and effective leadership practices, ensuring they are well-equipped to drive transformational change in their organizations.

Innovation in the Hospitality Industry

This course fosters creativity and explores new concepts in hospitality and tourism. Participants review theoretical and applied models of innovation, while developing innovative ideas based on early adoptive industry practices. Key themes covered include idea generation, creativity methods, benchmarking principles, and team development. By the end of the course, participants will have the skills to create and enhance hospitality products/services, critically evaluate creative concepts, and form effective teams.

Real Estate Investments and Finance

This course focuses on maximizing returns in real estate investments. Participants learn to analyze the four sources of real estate returns: cash flow, appreciation, loan amortization, and tax advantages. They develop an investment scorecard to evaluate new investment opportunities and make informed decisions on holding, selling, refinancing, or renovating properties. The course covers strategies for raising capital and explores successful partnership structures. Participants acquire tools to optimize real estate financial decisions, while learning to determine the timing of cash returns and to calculate the true costs of mortgage loans.

Organizational Behavior and Change Management

The course explores theories and research on worker behavior, emphasizing how organizational structure, leadership, and communication influence motivation, conflict resolution, and organizational change. It addresses hospitality industry challenges through case studies and expert insights. Participants will develop skills in managing transformational processes in diverse contexts, evaluating organizational structures and management models, and enhancing collaboration across organizations and markets. Themes include evolving hospitality organizations, change management, biases and decision-making, well-being, and talent management.

Leadership in Uncertain Times

The course explores the challenges of volatility, uncertainty, complexity, and ambiguity (VUCA) in industries, with a focus on hospitality. Participants develop solution-oriented leadership skills, evaluating and managing risks in uncertain situations. Key themes include managers as leaders, navigating uncertainty and crises, and driving organizational change. Through real-world cases and dynamic learning, participants learn to tackle complexity, guide teams to effective solutions, and embrace ambiguity while achieving results.

BUSINESS RESEARCH PROJECT

MODULE DESCRIPTOR

Goal: To demonstrate the ability to plan and execute an independent research project within a defined time period.

Learners will produce an independent research project demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling.

Business Research Project

The Business Research Project is a culminating academic research-based work that forms part of the Executive Master's program. One-to-one tutorials (throughout the module) and group tutoring (at the beginning, during the Residential Week) are provided, but the overall emphasis of the course is placed on self-regulated learning and research activities. Each learner is required to develop, analyze, synthesize, and discuss a business problem based on one of the major themes and concepts studied during the taught part of the program; the project can also be focused on a diagnostic review for an existing or past organizational problem. Major findings need to be recapitulated, and different possible solutions are drawn with evaluation and syntheses.



English language program

Pathway to English Proficiency

CONCEPT OF THE PROGRAM

The English proficiency support pathway is an integrated English development program designed to strengthen students' academic, professional, and hospitality-specific language skills throughout their experiential year. Offered over a 15-week semester, the program combines 60 hours of guided instruction with 120 hours of structured independent learning.

The pathway supports students in developing confidence and competence in English for academic study and professional communication within the hospitality and luxury business context. Through interactive workshops, personalized feedback, and experiential learning activities, students enhance their reading, writing, speaking, and listening skills while deepening their understanding of industry-relevant terminology and communication styles.

PROFILE

Successful completion of the pathway ensures that students meet the English proficiency standards required for effective participation in undergraduate studies and in professional settings.

Learning takes place through interactive workshops, tutorials, simulations, and online activities. Independent learning includes digital exercises, applied communication tasks, reflective journals, and project-based practice, ensuring continuous engagement and measurable language progress across the 15-week semester.

LEARNING OUTCOMES

On successful completion of the English proficiency pathway, students will be able to:

- *Demonstrate English language proficiency at a level that meets institutional admissions and academic performance standards, enabling full participation and success in undergraduate studies.*
- *Communicate effectively and appropriately in both written and spoken English across academic, professional, and hospitality contexts.*
- *Apply a range of academic and professional study skills, strategies, and communication techniques that support independent learning and confident engagement in coursework and experiential learning activities.*
- *Show evidence of language development and reflective learning demonstrating increased autonomy, self-awareness, and the ability to transfer English skills to academic and workplace environments.*

DELIVERY STRUCTURE

The English Proficiency Pathway is delivered over a 15-week semester and combines:

- *60 hours of guided contact learning, and*
- *120 hours of structured independent learning and practice.*

This balanced design supports continuous English language development alongside students' experiential and academic studies, reinforcing confidence, fluency, and professional communication skills relevant to hospitality and luxury business contexts.



Course	Guided contact hours	Independent learning hours
English Communication Skills Building core proficiency in listening, speaking, reading, and writing for academic and professional contexts	12	24
English for Hospitality and Business Developing sector-specific vocabulary, communication styles, and customer-interaction language	12	24
Academic English and Study Skills Strengthening academic writing, presentation, referencing, and reading techniques	12	24
Professional Communication and Intercultural Awareness Enhancing clarity, confidence, and cross-cultural competence for international teamwork	12	24
Reflective Learning and Language Development Supporting independent language-learning strategies, self-assessment, and goal setting through guided reflection and practice	12	24
Total	60	120

COURSE OVERVIEWS

English Communication Skills

This course develops students' ability to communicate effectively and confidently in academic, professional, and hospitality contexts. Emphasis is placed on the practical use of grammar, vocabulary, and pronunciation to improve both accuracy and fluency in spoken and written English. Through interactive tasks, role-play and discussions, students strengthen their ability to express ideas clearly, respond appropriately, and adapt their communication style to different audiences and situations.

English for Hospitality and Business

This course focuses on the development of English language skills specific to hospitality and luxury business environments. Students build sector-relevant vocabulary and communication strategies used in customer service, management, and professional interactions. Through case-based discussions, simulations, and applied tasks, students practice communicating with clarity, professionalism, and cultural awareness in a range of hospitality and business contexts.

Academic English and Study Skills

This course supports students in developing the academic English and study skills required for success in undergraduate studies. Emphasis is placed on academic writing, critical reading, presentation skills, and effective use of sources. Students practice structuring arguments, using appropriate academic language, and applying study strategies that promote independent learning and academic confidence.

Professional Communication and Intercultural Awareness

This course develops students' ability to communicate effectively in multicultural academic and professional environments. Students explore communication styles, professional etiquette, and intercultural perspectives relevant to international hospitality and business contexts. Through reflective activities and collaborative tasks, students enhance their awareness of cultural differences and strengthen their ability to interact respectfully and professionally in diverse settings.

Reflective Learning and Language Development

This course encourages students to take an active role in their ongoing English language development. Students learn to apply reflective learning strategies, set personal language goals, and monitor progress over time. Guided activities support the development of effective independent learning habits, helping students transfer English language skills to academic study, experiential learning, and professional practice.



Admission requirements

For Admissions details per program please refer to the following documents:

[Admissions policy](#)



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